



universidade de aveiro



universidade de aveiro

**Proceedings of the
4th International Conference on
Gender Research
A Virtual Conference hosted by
University of Aveiro
Portugal
21-22 June 2021**



**Edited by
Professor Elisabeth T. Pereira, Professor Carlos Costa
and Professor Zélia Breda**

A conference managed by ACI, UK

aci

Proceedings of the

**4th International Conference on
Gender Research
ICGR 2021**

**A Virtual Conference
hosted by**

**University of Aveiro
Portugal**

21-22 June 2021

Copyright the authors, 2021. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Review Process

Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Many thanks to the reviewers who helped ensure the quality of all the submissions.

Ethics and Publication Malpractice Policy

ACIL adheres to a strict ethics and publication malpractice policy for all publications – details of which can be found here:

<http://www.academic-conferences.org/policies/ethics-policy-for-publishing-in-the-conference-proceedings-of-academic-conferences-and-publishing-international-limited/>

Self-Archiving and Paper Repositories

We actively encourage authors of papers in ACIL conference proceedings and journals to upload their published papers to university repositories and research bodies such as ResearchGate and Academic.edu. Full reference to the original publication should be provided.

Conference Proceedings

The Conference Proceedings is a book published with an ISBN and ISSN. The proceedings have been submitted to a number of accreditation, citation and indexing bodies including Thomson ISI Web of Science and Elsevier Scopus.

Author affiliation details in these proceedings have been reproduced as supplied by the authors themselves.

The Electronic version of the Conference Proceedings is available to download from DROPBOX <https://tinyurl.com/ICGR2021> Select Download and then Direct Download to access the Pdf file. Free download is available for conference participants for a period of 2 weeks after the conference.

The Conference Proceedings for this year and previous years can be purchased from <http://academic-bookshop.com>

E-Book ISBN: 978-1-912764-94-5

E-Book ISSN: 2516-2810

Book version ISBN: 978-1-912764-95-2

Book Version ISSN: 2516-2802

Published by Academic Conferences International Limited

Reading, UK

+44 (0) 118 324 6938

www.academic-conferences.org

info@academic-conferences.org

Contents

Paper Title	Author(s)	Page No
Preface		v
Committee		vi
Biographies		vii
Keynote Outlines		
Research papers		
Gender Budgeting in Academia: A Powerful tool for Gender Equality	Tindara Addabbo, Giovanna Badalassi and Claudia Canali	1
How to Select Measures for Gender Equality Plans	Tindara Addabbo, Giovanna Badalassi, Rita Bencivenga and Claudia Canali	8
Maternity Leave and Economic Growth: Analyzing 36 OECD Countries	Jessica Alexandre, Maria Conceição Costa, Mara Madaleno and M. Cristina Miranda	18
Time is flying: Discussing Time in Academia and Science after Covid-19	Emília Araújo, Liliana Castañeda Rentería, Márcia Silva and Susana Figueiredo	27
How are you? Impressions on Covid-19 Lockdown from Women Scientists in Italy	Sveva Avveduto, Nicolò Marchesini and Giuliana Rubbia	35
Shirley Jackson’s Protest to Patriarchy in “The Renegade” and “Flower Garden”	Olgahan Bakşi Yalçın	45
International Business Strategy: Does a Female Presence Matter?	Mariasole Bannò, Giorgia Maria D’Allura, Marco Traversi and Celeste Amorim Varum	50
Facilitating Gender Inclusivity in the Engineering Profession	Bidyut Baruah and Yu Zhang	58
Gender-Based Conflict in Cross-Cultural Entrepreneurship Ventures: Crafting an Inclusive Research Framework	Vic Benuyenah	65
De-Confining Women! Mental Models Pertaining to Empowerment	Sandrine Bonin, Reshma Ramesh and Radhika Mohan	71
The Office is Not Enough: Women’s Representation in High Profile Offices	Edna Costa, Patrícia Silva and Sara Diogo	79
Family Firms Search for Innovation: Women in the Board Can Help?	Giorgia M. D’Allura and Mariasole Bannò	90
Mothers of Intervention: The Politics of Motherhood in the Battle Against ISIS	Hind Elhinawy	97
Evaluating Different Approaches to Closing the Gender gap at ICT Summer Camps in Italy	Francesco Faenza, Claudia Canali and Antonella Carbonaro	104
Gender and Technology Understanding in the Danish Elementary School	Pia Susanne Frederiksen	114

Paper Title	Author(s)	Page No
How to Encourage girls to code Through Embroidery Patterns?	Sarina Gursch, Vesna Krnjic, Katja Urak, Michael Herold and Wolfgang Slany	122
Discourses of Men’s Leadership in Higher Education and Research Institutions: Exploring the Challenges and Opportunities for Gender Equality	Carina Jordão, Teresa Carvalho and Sara Diogo	131
Celebrating the Indomitable Spirit of South African Female Academics during the COVID-19 Pandemic	Priscalia Khosa and Pregala Pillay	139
Measuring Progress on SDG 5: Insights from Private Companies to Research Performing Organizations	Ulpiana Kocollari, Tindara Addabbo and Andrea Girardi	148
Stanley Kubrick’s Eyes Wide Shut as Precursor to Jeffrey Epstein’s Lolita Express	Blair Kuntz	156
The Contribution of New Technologies to the Feminist Transformation of Women’s Rights	María López Beloso and Ophélie Stockhem	163
Non-Verbal Communication and Sexual Harassment: An Exploratory Study About Gender Differences Within Organizations	Marlene Loureiro and Norberto Loureiro	171
Rethinking Fatherhood: Investigating Fathers’ Family Engagement Between Individual Will and Social Constraints	Nicolò Marchesini	181
Cooperatives and Gender Parity in Portugal: A Legal and Empirical Analysis	Deolinda Meira, Conceição Castro and Ana Luísa Martinho	191
Gender, Diversity and Representation in Automotive and Transport Design Undergraduate Courses	Felipe Moreira, Katarzyna Gut and Andree Woodcock	200
Economic and Psychological Violence, Decision Making and Gender: The Case of North Cyprus	Nuran Öze	209
Are Women Managers and Relational Capital Supporting Firms' Resilience? An Answer from the Wine Industry	Paola Paoloni and Antonietta Cosentino	218
An Organizational Model for Female Leadership in Healthcare. The National Centre of Oncological Hadrontherapy (CNAO Foundation) Experience During the Covid-19 Pandemic	Paola Paoloni, Francesca Dal Mas, Maurizio Massaro, Amelia Barcellini, Ester Orlandi	228
The Relationship Value from Incubators to Female Start-Ups	Paola Paoloni and Giuseppe Modaffari	238
Gender Differences in the Transition to Retirement	Ana Teresa Pedreiro, Maria Isabel Loureiro and Helena Loureiro	248

Paper Title	Author(s)	Page No
The University of Salerno's first Gender Equality Plan	Maria Rosaria Pelizzari and Debora A. Sarnelli	254
Data from the Italian Network of Anti-violence Centres During the COVID-19 Pandemic	Paola Sdao, Sigrid Pisanu and Antonella Veltri	262
The Spread of Gender Stereotypes in Italy During the COVID-19 Lockdown	Antonio Tintori, Loredana Cerbara, Giulia Ciancimino and Rossella Palomba	270
Does Gender Diversity Affect Sustainable growth? A European Quantitative Analysis	Marco Traversi, Mariasole Bannò and Federico Gianni	280
Preventing Dating Violence: The GoodVibes Project	Andreia Veloso, Isabel Ramos and Joana Bragança	288
Deepening and Broadening Research Footprints of Female Transport Researchers	Andree Woodcock, Miriam Pirra and Kat Gut	295
Gender Discrimination and Personal Growth Initiative in Pakistan: A Moderated Mediation Model	Sadia Zaman and Irum Naqvi	303
Phd Research Papers		313
Hidden in Plain Sight: The Intersectional Effects of Race, Gender and Sexual Orientation on Discrimination Processes	Abbi Pearson	315
From Prehistoric art to Contemporary art: The Continuation of Female Images	Peirui Yang	324
Masters Paper		331
Empowerment Through Silence: A Critical Discourse Analysis of Boko Haram Survivor Narratives	Doris. E. Wesley	333
Work In Progress Papers		341
Work and non-work Relationship: A Male Perspective	Maria Couto, Emília Fernandes and Gina Santos	343
Knowledge and Gender Equality: Fostering Change Through Resources	Irene García-Muñoz	346
Patterns of Gender-Based Research Performance: The case of the University of Aveiro	Carina Jordão, Carolina Costa, Teresa Carvalho and Maria João Rosa	350
Will you still love me Tomorrow? Covid, care work and Gender Equality	Diane McGiffen	353
Are There Women in Decision Making Roles in the UK Planning Profession?	Charlotte Morphet	357
Gender Perspective and Syllabus of Tourism Degrees: The case of Catalan Universities	Ester Noguer-Juncà and Montserrat Crespi-Vallbona	362

Paper Title	Author(s)	Page No
An Exploration and Critique of the Entrepreneurship Financial Ecosystem Facing Female Entrepreneurs in Northern Ireland	Kehinde Deborah Ogunjemilusi, Kate Johnston and Brian Boyd	365
Who can Create Equal Opportunities for Men and Women to Reach top Management Positions, and how?	Ásta Dís Óladóttir, Thora H. Christiansen, Sigrún Gunnarsdóttir and Erla S. Kristjánsdóttir	370

Preface

These proceedings represent the work of contributors to the 4th International Conference on Gender Research (ICGR 2021), hosted by University of Aveiro, Portugal on 21-22 June 2021. The Conference Co-Chairs are Professor Elisabeth T. Pereira and Professor Carlos Costa, and the Programme Chair is Professor Zélia Breda, all from University of Aveiro, Portugal.

ICGR is a well-established event on the academic research calendar and now in its 4th year the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The conference was due to be held at The University of Aveiro, Portugal but due to the global Covid-19 pandemic it was moved online to be held as a virtual event. The scope of papers will ensure an interesting two days. The subjects covered illustrate the wide range of topics that fall into this important and ever-growing area of research.

The opening keynote presentation is given by Professor Vanessa Ratten, from La Trobe University, Victoria, Australia on the topic of *Gender, Ageing and Entrepreneurial Ecosystems*. The second day of the conference will open with an address by Professor Erica Wilson, Southern Cross University, NSW, Australia who will talk about *Gender in the time of COVID: Imagining a more Inclusive (Tourism) World*.

With an initial submission of 113 abstracts, after the double blind, peer review process there are 37 Academic research papers, 2 PhD research papers, 1 Masters Research paper and 8 work-in-progress papers published in these Conference Proceedings. These papers represent research from, Austria, Belgium, Canada, Denmark, Iceland, India, Iran, Ireland, Israel, Italy, Mexico, Nigeria, North Cyprus, Poland, Portugal, South Africa, Spain, Turkey, UK, UAE, USA and Vietnam

We hope you enjoy the conference.

Professor Elisabeth T. Pereira, Professor Carlos Costa and Professor Zélia Breda

University of Aveiro
Portugal
June 2021

ICGR Conference Committee

Prof Iiris Aaltio, School of Business and Economics, University of Jyväskylä, Finland; Dr Ishrat Abbasi, University of Sindh, Jamshoro, Pakistan; Ms Noor Abu Jbara, Freelance Work, Jordan; Prof Tindara Addabbo, Department of Economics Marco Biagi University of Modena & Reggio Emilia, Italy; Prof Laurice Alexandre, Paris Descartes university, France; Dr Reem Alkhamash, Taif University, Saudi Arabia; Professor Simona Arduini, Roma Tre University, Rome, Italy; Prof Liz Bacon, University of Greenwich, UK; Dr Afsaneh Bagheri, Faculty of Entrepreneurship, University of Teahran, Iran; Dr Olgahan Baksi Yalcin, Istanbul Yeni Yuzyil University, Turkey; Prof Joan Ballantine, University of Ulster, United Kingdom; Dr Nathalie BITBOL-SABA, Paris School of Business, France; Prof Ewa Bojar, Lublin University of Technology, Poland; Dr Zélia Breda, University of Aveiro, Portugal; Prof Sladjana Cabrilo, I-Shou University, Department of International Business Administration, Taiwan (R.O.C.); Senior Lecturer, Phd Ana Paula Camarinha Teixeira, IPP - Iscap, Portugal; Dr Claudia Canali, University of Modena and Reggio Emilia, Italy; Prof Luísa Carvalho, University of Évora, Portugal; Prof Teresa Carvalho, University of Aveiro, Portugal; Prof Francesca Maria Cesaroni, University of Urbino Carlo Bo, Italy; Prof Mary Corcoran, University of Michigan, USA; Francesca Dal Mas, Università degli Studi di Udine, Italy; Dr Serene Dalati, Arab International University, Syria; Geoffrey Darnton, WMG, UK; Dr Madeleine Davies, University of Reading, UK; Dr Marina Della Giusta, University of Reading, UK; Prof Sara Diogo, University of Aveiro, Portugal; Assc John Dumay, Macquarie University, Australia; Dr Jeanne Ellis, University of Stellenbosch, South Africa; Prof Turan Erman Erkan, Atilim University, Turkey; Dr José Esteves, IE business school, Spain; Prof Elisabete G. S. Félix, University of Évora, Portugal; Prof Emilia Fernandes, Universidade do Minho, Portugal; Dr Ana Freire, Universitat Pompeu Fabra, Barcelona, Spain; Dr Valerie Priscilla Goby, Zayed University, UAE; Professor Grace James, University of Reading, UK; Dr Elisabeth Katzlinger, Johannes Kepler University, Linz, Austria; Prof Mortaza kokabi, Shahid Chamran University of Ahvaz, Iran; Blair Kuntz, University of Toronto, Canada; Dr Alessandra Lardo, University of Naples Parthenope, Italy; Dr Regina Leite, University of Minho - School of Economics and Management, Portugal; Assc Jeanette Lemmergaard, University of Southern Denmark, Dept. of Marketing & Management, Denmark; Dr Maria de Lourdes Machado-Taylor, CIPES-Center for Higher Education Policies, Portugal; Dr Jolanta Maj, Opole University of Technology, Poland; Dr. Anabela Mesquita, School of Accounting and Administration of Porto (ISCAP) / Politechnic Institute of Porto (IPP), Portugal; Professor Dorata Michulka, University of Wrocław, Poland; Assc Ludmila Mladkova, University of Economics Prague, Czech Republic; Prof Nasima Mohamed Hoosen Carrim, University of Pretoria, South Africa; Dr Gunilla Myreteg, Örebro University School of Business, Sweden; Assoc.Prof.Dr. Chetsada Noknoi, Thaksin University, ไทย; Prof Alcina Nunes, Polytechnic Institute of Bragança, Portugal; Assoc. Prof. Dr. Nuran Öze, Near East University, Turkey; Prof Inna Sousa Paiva, Instituto Universitário de Lisboa ISCTE-IUL, Portugal; Professor Mauro Paoloni, Roma Tre University, Rome, Italy; Professor Paola Paoloni, La Sapienza University, Rome, Italy; Prof Elisabeth T. Pereira, Department of Economics, Management, Industrial Engineering and Tourism - University of Aveiro, Portugal; Dr francesca picciaia, Department of Economics, University of Perugia, Italy; Prof Maryna Pichugina, National Technical University of Ukraine, Ukraine; Gitte Rosenbaum, Syddansk Universitet, Denmark; Prof Agnieszka Rzepka, Lublin University of Technology, Poland; Dr navjot Sandhu, Birmingham city university, UK; Dr Roy Schwartzman, University of North Carolina at Greensboro, USA; Dr paola Sdao, University of Calabria, Italia; Dr Annalisa Sentuti, University of Urbino Carlo Bo, Italy; Dr Jenni Simon, University of North Carolina Greensboro, USA; Prof Nachiketa Tripathi, Indian Institute of Technology Guwahati, India; Assc Tuna Uslu, Women Entrepreneurship Research and Application Center, Istanbul Gedik University, Turkey; Dr Annelien van Rooyen, University of South Africa, South Africa; Dr Antonella Veltri, Institute for Agricultural and Forest Systems in the Mediterranean, National Research Council, Italy; Dr Sonia Vivona, Institute for Agricultural and Forest Systems in the Mediterranean, National Research Council, Italy; Johanna M. Werz, Institute for Information Management in Mechanical Engineering (IMA), Germany;

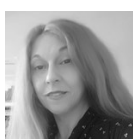
Biographies

Conference and Programme Chairs



Professor Carlos Costa is a full professor and entrepreneur based at the University of Aveiro, Portugal. Carlos started out doing an undergraduate degree in regional and urban planning (University of Aveiro). This was followed by a specialization in tourism, at the master's and doctoral level, at the University of Surrey, in the UK. Carlos is now Head of Department, at DEGEIT – the largest department of the University of Aveiro.

With publications at the highest level, Carlos also enjoys writing down-to-earth articles for the media and for the general public. As the Director of the PhD in Marketing and Strategy, as well as of the PhD in Tourism, both at the University of Aveiro, Carlos is an inspiration to colleagues and students alike – to perform beyond their dreams and achieve new entrepreneurial heights, whatever the domain may be.



Professor Elisabeth T. Pereira holds a PhD and Master in the fields of Economics and Business Management. She is Assistant Professor of Economics at the University of Aveiro (Portugal), and senior researcher in the field of Competitiveness and Innovation at the Research Unit GOVCOPP-University of Aveiro. She is author of several dozen articles, books, chapter of books and communications at international conferences.



Zélia Breda, Assistant Professor and Director of MA in Tourism Management and Planning, University of Aveiro. Member of Research Unit Governance, Competitiveness and Public Policies (GOVCOPP); founding member/vice-president of Observatory of China and Portuguese Institute of Sinology. Authored/co-authored national/international papers/communications on tourism development, networks, tourism in China and Goa (India), gender and tourism, and internationalisation of tourism economy.

Keynote Speakers



Vanessa Ratten is an Associate Professor of Entrepreneurship and Innovation in the Department of Management, Sport and Tourism, La Trobe Business School at La Trobe University, Melbourne, Australia. She is the Program Director for Entrepreneurship and Innovation courses and teaches Entrepreneurial Business Planning, Managing Innovation in Organisations and Entrepreneurship. She has published numerous books including "Gender and Family Entrepreneurship" (Routledge), "Diversity and Entrepreneurship" (Routledge), "Women Entrepreneurship in Family Business" (Routledge), "Entrepreneurship, Innovation and Smart Cities" (Routledge) and "Frugal Innovation" (Routledge). Her research interests include gender studies, international business, entrepreneurship and innovation.



Professor Erica Wilson is Pro Vice Chancellor (Academic Innovation) at Southern Cross University, based at the Lismore campus. Previously, Erica has held the roles of Deputy Vice Chancellor Academic (Acting), as well as Acting Dean, Deputy Head and Director of Teaching and Learning in the School of Business and Tourism. Born in Seattle, Erica has called Australia home for over three decades. Erica has published over 80 scholarly outputs, including two co-edited books, including, 'Women and Travel: Historical and Contemporary Perspectives' in 2017. She currently sits on the Editorial Advisory Boards for several journals focusing on management and hospitality research. Ministerially appointed, Erica was member of the Gondwana Rainforests of Australia World Heritage Technical and Scientific and Advisory Committee (from 2006 to 2015). She is passionate about supporting higher degree and early career research, and has supervised a number of PhDs, Masters by Research and Honours theses to successful completion. Erica is a proud advocate for gender equality in higher education and research.

Mini Track Chairs



Tindara Addabbo is a full Professor in Economic Policy at the University of Modena and Reggio Emilia. Current main research areas: wage discrimination by gender, well-being, gender budgeting, gender gap in education, gender equity firms certification. Coordinator of Leading Towards Sustainable Gender Equality Plans in research institutions – (H2020-SwafS-2019 –873072). Web site:

<http://personale.unimore.it/rubrica/curriculum/addabbo>



Dr. Claudia Canali is Associate Professor in Information Engineering at the University of Modena and Reggio Emilia. Her research interests focus on cloud/fog computing systems and gender equality in ICT. She was scientific responsible for her university in the Horizon 2020 Project EQUAL-IST Gender Equality Plans for Information Sciences and Technology Research Institutions.



Teresa Carvalho is an associate Professor at the University of Aveiro, Portugal and a senior researcher at CIPES (Center for Research in Higher Education Policies). She is the coordinator of the H2020 CHANGE project - CHAlleNging Gender (In)Equality in Science and Research.



Francesca Dal Mas is a Senior Lecturer in Strategy and Enterprise at the Lincoln International Business School, University of Lincoln, UK. She has a Master's Degree in Business Administration and a PhD in Managerial and Actuarial Sciences from the University of Udine, and a law degree from the University of Bologna. Her research interests include strategy, knowledge management, and intellectual capital.



Dr. Serene Dalati is a senior lecturer at the faculty of Business administration at the Arab International University, Syria. Serene has obtained a PhD in Leadership, Organizational Culture and Job satisfaction in 2008 which was preceded by British Chevening scholarship to study for an MBA in Banking and Finance from University of Wales, Bangor in 2002. Serene teaches for areas in Organizational Behaviour, Leadership, Culture and Job satisfaction. Serene has also established experience in Erasmus+ Capacity Building in Higher Education and developed a project application with acronym FREE which has a scope of Female Resilience and Empowerment in Higher Education in the South Mediterranean Region.



Sara Diogo is an invited assistant Professor at the University of Aveiro, Portugal, a post-doc at GOVCOPP and a research member at CHANGE.



Emília Fernandes is an Assistant Professor in the School of Economics and Management of the University of Minho, Portugal, lecturing at undergraduate and post-graduate levels in courses of Management, Human Resources Management. Her publications have been in research areas related to gender discourses and identities, practices of resistance, entrepreneurship and small and medium enterprises, and professional embodiment.



Regina Leite is an Assistant Professor in Organizational Behaviour and HRM in the Department of Management of the School of Economics and Management at the University of Minho. Former coordinator of the master course in Human Resource Management. Research interests: Work and non-work spheres, privacy in the workplace, sexual and moral harassment, and gender issues.



Giuseppe Modaffari is a PhD student in Business and Administration at Niccolò Cusano University of Rome His main research areas are financial reporting, corporate finance, female entrepreneurship and turnaround management



Dr Manuel Au-Yong-Oliveira has a PhD in Industrial Engineering and Management from FEUP (University of Porto, 2012). Manuel is an Assistant Professor at the University of Aveiro, and a researcher affiliated to GOVCOPP. At present, Manuel is the Director of the Master's degree in Management at the University of Aveiro, in Portugal. Manuel is also a member of the Executive Committee of his department - DEGEIT – Department of Economics, Management, Industrial Engineering and Tourism, University of Aveiro. Manuel has over 200 academic publications.



Nuran Öze is Asistant Professor Dr., Chair of Department of Visual Communication Design in the Faculty of Communication, Arkin University of Creative Arts and Design, Cyprus. She is especially interested in culture, communication, gender, PR and specifically with social media. In recent years she has researched social media usage patterns and its effect on society, social media addiction, identity construction on social media.



Paola Paoloni is a Full Professor in Accounting at the Sapienza University of Rome, Italy. She teaches Business Economics and Contemporary Strategy Analysis. Her main research interests include general management, financial reporting, female entrepreneurship and intellectual based management. She is an author and co-author of several articles and books on above mentioned research areas. She is foundress and scientific director of “Ipazia,” the scientific observatory on gender research.

Biographies of Contributing Authors

Fatima Zahra Abbou is a Ph.D. student at the University of Reading, institute of education. She obtained both her BA and MA degree in English language and Didactics from the University of Adrar, Algeria. Her Ph.D. topic is tackling the perceptions and experiences of female academics concerning their career progression and holding senior leadership roles.

Tindara Addabbo is Full Professor in Economic Policy at the University of Modena and Reggio Emilia. Current main research areas: wage discrimination by gender, well-being, gender budgeting, gender gap in education, gender equity firms certification. Coordinator of *Leading Towards Sustainable Gender Equality Plans in research institutions* – (H2020-SwafS-2019 – 873072). web site: <http://personale.unimore.it/rubrica/curriculum/addabbo>

Emília Rodrigues Araújo is full-time teacher at the University of Minho, Portugal. She holds a PhD in Sociology and presently works at the Institute of Social Sciences, in the same University. Amongst other topics, she has worked on gender, science and time.

Sveva Avveduto Emeritus CNR, President Women and Science Association, Chair GETA Gender and Talent Observatory, Italian delegate W20. Her research activity focusses on science and education policy, human resources for R&D, gender issues and international mobility. She has been member of the OECD CSTP and chief scientist of H2020 projects.

Giovanna Badalassi is an independent researcher on gender budgeting and gender impact assessment. Main research areas: Gender budgeting, Labour market, Violence against women and child abuse and maltreatment. Post-doc Researcher at Leading Towards Sustainable Gender Equality

Plans in research institutions – (H2020-SwafS-2019 – 873072). web site: <https://it.linkedin.com/in/giovanna-badalassi-3b487a13>

Mariasole Bannò, University of Brescia, is Associate Professor at the University of Brescia, Italy, where she teaches in the fields of economics and management. She gained a PhD in Economics and Management of Technology in 2009. She published several articles and book chapters in international publications, in the fields of economics, international and family business.

Rita Bencivenga is Visiting Research Fellow at the Trinity Centre for Gender Equality and Leadership (TCGEL), Trinity College Dublin and member of LEGS - Laboratoire d'études de genre et de sexualité, CNRS/Université Paris. Main research areas: gender studies, adult non formal and informal education, gender in higher education, and gender and technology.

Vic Benuyenah: Professor of organisational psychology and labour market studies. Received his PhD in organisational psychology (University of London, UK). Associate Editor of the Journal of Research in Innovative Teaching & Learning and has also been involved in several international research studies including, organizational theory, labour market inefficiencies and recruitment studies. Teaches HRM, work psychology and economics.

Sandrine Bonin is a Ph.D. Candidate at the Centre for Women's Empowerment and Gender Equality in Amrita Vishwa Vidyapeetham, India's only UNESCO Chair for Gender Equality and Women's Empowerment. Her ongoing doctoral research revolves around integrating participatory research methods to optimize women's entrepreneurial ecosystem through women's saving groups.

Nasima M.H. Carrim is an Associate Professor at the Department of Human Resource Management at the University of Pretoria. Her research focuses on gender in management, culture, religion and minorities in the workplace from an intersectionality and identity perspective. She has authored many articles in international journals and books related to diversity management.

Giulia Ciancimino Graduated in Economics for Development, now collaborating to scientific and research activities as well as communication for NRC's Social Transformation, Evaluation and Methods (MUSA) team. Currently a member of the Observatory for Ongoing Social Changes-COVID-19 (OSC COVID-19).

Antonietta Cosentino is Assistant Professor at the University of Rome "La Sapienza", Faculty of Economics, Rome (Italy). She obtained the National Scientific Qualification as an Associate Professor. Her research interest includes financial reporting, integrated reporting, relational capital, no-profit organizations, social accounting, social impact, social enterprise.

Edna Costa is a Post-Doctoral Fellow in the project "*Into the Secret Garden of Portuguese politics*" at GOVCOPP, Aveiro University and a researcher in the project "*The political participation of Portuguese youth*" (CGF). Holding a European PhD (2018) in Political Science from NOVA-FCSH, her work focuses democracy and political representation from a gender perspective.

Maria da Conceição Costa is currently Assistant Professor in Universidade de Aveiro, Departamento de Matemática and researcher at CIDMA. Her main areas of research are time series analysis with focus on surveillance systems, maximum entropy methodologies in the context of information theory, inference, and Big-Data, and applied statistics in social and health sciences.

Maria João Couto is a PhD student in Business Administration at the School of Economics and Management in the University of Minho. Her doctoral research is about work and non-work balance, from a male perspective.

International Business Strategy: Does a Female Presence Matter?

Mariasole Banno¹, Giorgia Maria D'Allura², Marco Traversi¹ and Celeste Amorim Varum³

¹University of Brescia, Italy

²University of Catania, Italy

³University of Aveiro, Portugal

mariasole.banno@unibs.it

gdallura@unict.it

m.traversi001@unibs.it

camorim@ua.pt

DOI: 10.34190/IGR.21.030

Abstract: This study investigates the relationship between the presence of women among the decision-makers and the trajectories of international growth. Supported by the Social Identity Theory, we consider how the presence of only one woman (or a very limited number) on the BoD can cause an increase of negative interpersonal relationships due to phenomena of social categorization, stereotypes and prejudices (Schwab et al, 2016). This conflict can hinder the decision-making process by negatively influencing the ability to grasp strategic decisions such as those relating to internationalization. This interpretation is also supported by the critical mass theory, according to which when there is only one or two women they are perceived as 'symbols' (or 'tokens') and this allows stereotypes to prevail, damaging group dynamics and performance (Torchia et al, 2011). Instead, as the number of women increases, the likelihood that their voices and ideas will be heard also increases, substantially improving executive and managerial dynamics (Erkut, Kramer and Konrad, 2008). Based on existing research (Dunning, 2013), we develop two distinct constructs for international expansion: international effort (i.e. number of foreign subsidiaries) and international diversification (i.e. number of countries in which firms invest). The hypotheses that we developed were tested on a sample of 897 Italian firms. The results show how the way in which female participation is measured is important. Our models reveal no significant coefficient of female Token, indicating that the presence of just a woman seems to not impact the trajectories of international growth. However, when the percentage of women's presence increases, the statistical relevance changes and takes a positive sign in all our econometric models. Business leaders can use our findings to become more aware of gender differences and to allow gender diverse decision making groups to develop decision making characteristics and processes that can be useful for internationalizing their business.

Keywords: Internationalization; Social Identity Theory; Critical Mass Theory; Women; Gender diversity

1. Introduction

Firms international growth has assumed an ever greater importance in management studies which deal with the origins and consequences of these processes (OECD, 2020). Furthermore, women are even more present both as managers and directors compared to the past (World Economic Forum, 2017). Notwithstanding the importance of the theme, very few studies analysed the link between the international expansion and the presence of women in upper echelon positions (Zimmerman and Brouthers, 2012). Contributions focused only on the so called "light forms of internationalization" (ie. exports) (Grondin and Grondin, 1994; Grondin and Schaefer, 1995; Orser et al., 2010; Williams, 2013) and, to the best of our knowledge, no study investigates heavy forms of internationalization such as foreign direct investments (FDI). The analysis of the influence that the presence of women in decision-making roles (such as in BoD) generate on the degree of internationalization is a new path that needs to receive more attention from strategic and family business scholars.

In particular, in this work, we investigate the relationship between the presence of women among the decision-makers (i.e. Board of Directors) and the trajectories of international growth. Based on existing research (Dunning, 2013), we develop two distinct constructs for international expansion: international effort (i.e. number of foreign subsidiaries) and international diversification (i.e. number of countries in which firms invest).

Our interpretation is based on the Social Identity Theory (Stets and Burke, 2000) and Critical mass theory (Greed, 2000; Kanter, 1977; Torchia, Calabrò and Huse, 2011). The presence of only one woman (or a very limited number) on the BoD can be irrelevant or cause an increase negative interpersonal relationship due to phenomena of social categorization, stereotypes and prejudices (Schwab et al., 2016) and this conflict can hinder the decision-making process by negatively influencing the ability to grasp strategic decisions such as those relating to internationalization. This interpretation is supported by the critical mass theory, according to which when there is only one or two women they are perceived as 'symbols' (or 'tokens'). This allows stereotypes to

prevail, damaging group dynamics and performance (Torchia et al, 2011). Instead, as the number of women increases, the likelihood that their voices and ideas will be heard also increases, substantially improving executive and managerial dynamics (Erkut, Kramer and Konrad, 2008)

The hypotheses that we developed were tested on a sample of 897 Italian firms, updated as 2019.

The rest of the paper is organized as follows. Section 2 surveys the existing literature on female presence in upper echelon position and international strategy, and identifies the key evidence as defined in the literature. The hypotheses that drive our empirical analysis are then derived. The third section presents the sample, the empirical methodology and discusses the results of the empirical analysis. The fourth and last section provides our concluding remarks.

2. International growth strategies and the presence of women

Literature describes women engaged in managerial roles as characterized by a leadership style capable of encouraging participation, collaboration, appreciation of other individuals and the sharing of power and decision-making (Croson and Gneezy, 2009; Rosner, 1990; Zuarik and Perkins, 2020). In general, therefore, literature states that the female manager prefers to adopt a more inclusive and open to dialogue approach (Bannò and Nicolardi, 2020; Burke and Collins, 2001). Furthermore, by adopting an upper echelon approach (Hambrick and Mason, 1984), studies analysing the top management teams of companies have shown how gender is an important aspect both in the daily management of operations and organization of the firm, and in the pursuit of more complex strategies (Dwyer, Richard and Chadwick, 2003). Women managers enrich the company with greater experience and flexibility of thought, as well as bringing cultural knowledge, understanding and sensitivity essential to meet the needs of foreign market (Cox, 1994). Introducing managers or directors belonging to different genders strengthens information processing mechanisms (Dahlin, Weingart and Hinds, 2005) and influences decision-making processes making them more effective (Carter, Simkins & Simpson, 2003). As concern international growth processes, a main problem is the difficulty of coordinating the foreign firms, which further increases as the geographical distance increases. For these reasons it is reasonable to believe that a woman manager can be a strategic figure in an advanced internationalization process and that her presence can push towards an intense presence beyond national borders. An interesting result is the one achieved by Niñerola, Hernández-Lara and Sánchez-Rebull (2016). Investigating a sample of Spanish companies that have carried out FDI in China, the aim was to understand whether gender diversity, i.e. the coexistence of women and men in top management, determines the success and survival of the company abroad. What emerges is that gender diversity has a positive impact in terms of survival. A high diversity, including gender, within the top management team can create communication difficulties and slow decision-making (Carter et al., 2003; Hambrick, Cho and Chen, 1996).

Internationalization process requires a cohesive top management team, capable of making quick decisions in order to face the competition with a proactive attitude. For this reason, some authors believe that diversity within the decision-making group can trigger counterproductive mechanisms for the growth paths of companies in foreign markets (Idris and Saridakis, 2020; Pergelova, Angulo-Ruiz, and Yordanova, 2018). The lesser ability of female-owned companies to place their products abroad does not depend on management capability, but rather on their small size and lower availability of resources that cause a general difficulty in affirming (Orser et al., 2010). Furthermore, the literature records a lower internationalization of female-owned and / or managed companies, but this does not depend on the gender difference. It depends on the characteristics of the companies themselves even if these differences can, with a more careful and critical reading, lead back to the difference gender in ownership and / or management (Williams, 2013; Grondin and Grondin, 1994; Grondin and Schaefer, 1995).

Other works (Orser, Riding and Townsend, 2004) have, however, highlighted some difficulties that women entrepreneurs face in the process of international success. In addition to the classic obstacles that companies face when deciding to sell their products and services abroad (e.g. market development costs, information costs, distribution costs), there are some defined as gender specific (i.e. typical of women). These include some cultural issues that sometimes generate a lack of trust in female entrepreneurial skills, the refusal to deal with non-male figures, the difference in the business networks created by female entrepreneurs (Ng and Sears, 2017). However, if these reasons have the consequence of limiting the presence of women in managerial roles for those companies that require confrontation with hostile foreign markets, there is other literature that highlights the

presence of women in taking on positions at an international level due to their strong sensitivity and predisposition to understanding diversity (Javidan, Bullough and Dibble, 2016).

In summary, in the light of the evidence reported above, we investigate whether the international growth is supported by the presence of women in decision-making roles, in particular in the Board of Directors. Supported by the Social Identity Theory, we consider how the presence of only one woman (or a very limited number) on the BoD can cause an increase of negative interpersonal relationships due to phenomena of social categorization, stereotypes and prejudices (Schwab et al, 2016). This conflict can hinder the decision-making process by negatively influencing the ability to grasp strategic decisions such as those relating to internationalization. This interpretation is also supported by the critical mass theory, according to which when there is only one or two women they are perceived as 'symbols' (or 'tokens') and this allows stereotypes to prevail, damaging group dynamics and performance (Torchia et al, 2011). Instead, as the number of women increases, the likelihood that their voices and ideas will be heard also increases, substantially improving executive and managerial dynamics (Erkut, Kramer and Konrad, 2008)

Based on existing research (Dunning, 2013), we develop two distinct constructs for international expansion: international effort (i.e. number of foreign subsidiaries) and international diversification (i.e. number of countries in which firms invest).

3. Empirical evidence

3.1 Data, source and variables

The Italian context is appropriate for this inquiry, given that Italy ranks 13th for US mln\$, with outward FDIs accounting for approximately 24% of GDP (OECD, 2020). The dataset, updated as 2019, was gathered through a merging process involving the Reprint, Aida (Bureau Van Dijk), Borsa Italiana, and Espacenet datasets. The Reprint database provides a census of Italian firms that have made outward FDIs since 1986. It was employed to define the variables that describe internationalization (Mariotti and Mutinelli, 2017). The choice of the sample was made at random, we then checked that the selected 897 firms were a representative sample of the population of Italian multinational firms and accurately reflected the characteristics of the larger group by using a goodness-of-fit test. χ^2 tests.

We obtained accounting data from the Aida database. Borsa Italiana (i.e., the Italian stock exchange) collects information about listed firms. Finally, the Espacenet database provides information from approximately 90 million patent documents worldwide, including information from 1836 to the present. Espacenet provided us with the number of patents owned by each firm.

3.1.1 Dependent variables

Over time, researchers have debated the best means of measuring a firm's internationalization (Ietto-Gillies, 1998; Reuber and Fischer, 1997). Based on existing research (Alessandri et al., 2018; Dunning, 2013), we develop two distinct constructs for international expansion: international effort (i.e. number of foreign subsidiaries) measured through the variable *International_FDI* and international diversification (i.e. number of countries in which firms invest) measured through the variable *International_Countries*.

3.1.2 Independent variables

Among the first independent variables, there is a dummy variable (Token) aimed at verifying the presence (or not) of women in the Board of Directors. This takes a value of 1 if at least one woman is found within the Board of Directors, 0 otherwise. A second variable (Critical mass) represents the composition of women within the Board of Directors in order to verify whether the presence of at least three women in decision-making roles is decisive or not in terms of international growth.

In addition to characteristics that are specific to gender roles, we include control variables that may influence the international activities of a firm. First, considering that managerial and well-established firms are more experienced and prone to collecting information, essential for starting an effective expansion process (Zahra, 2005), we take into account the variables *Age* and *International_age*. *Age* is defined as the firm's age and *International_age* is proxied by the number of years of the firm's presence in the international market through FDI. Our analysis includes another proxy of organisational and managerial capacity, which affect the international operations of a firm (Dunning and Lundan, 2008). This is represented by *Size*, defined as the

logarithm of total sales. Since previous research has found a positive relationship between performance and internationalisation (Lu and Beamish, 2001), firm profitability is measured as the return on investment (ROI). Furthermore, the analysis takes into account that the firm is exposed to financial restrictions, which is a factor commonly found to be a relevant determinant of growth, albeit with contradictory results (Coad, 2009; Wiklund, Patzelt, and Shepherd, 2007). A firm needs adequate capital to develop its business abroad. Therefore, we introduce the variable *Financial_constraints*, calculated as the ratio of current assets (net of inventory) to current liabilities. Innovation and internationalisation seem to affect each other. In line with the research of Kafouros et al. (2008) and Kotabe, Srinivasan, Aulakh (2002), demonstrating the existence of a reciprocal influence between the internationalisation process and innovation, we include this factor in our analysis. Finally, we include dummies controlling for regions (North) and industries. Wright, Westhead and Ucbasaran (2007), for example, discuss how the context may impact a firm’s international activity and performance. Since the firms located in Northern Italy are prone to adopting international strategies (Intesa San Paolo and SRM, 2011), we argue that it is significant to take this into account. The dummy refers to North. Finally, owing to the significant impact of industry on internationalisation paths (Villalonga and Amit, 2006), we include industry dummies (*Industry*). In particular, the industries taken into account are information and communication technology, construction, professional services, mining and metallurgical, made in Italy, chemical and pharmaceutical, automotive, electronics and electromechanical, metal products, wood and paper (energy and oil as baseline).

Table 1 reports the sources and definitions of both the dependent and independent variables that account for gender-specific and firm-specific effects in the proposed empirical analyses.

Two distinct models are depicted, one for each construct for international expansion:

- MODEL 1: $\text{International_FDI} = f(\text{Token}; \text{Critical_mass}; \text{Control Variables})$
- MODEL 2: $\text{International_Countries} = f(\text{Token}; \text{Critical_mass}; \text{Control Variables})$

Given the continuous nature of the dependent variable, we adopt a multiple linear regression model to estimate the influence of the independent variables on the dependent variable.

Table 1: Dependent and independent variables

Variables	Definition	Source
<i>Dependent Variables</i>		
<i>International_FDI</i>	Number of FDI	REPRINT
<i>International_Countries</i>	Number of different destination countries	REPRINT
<i>Independent Variables</i>		
<i>Token</i>	Dummy variable equal to one if at least one woman is found within the Board of Directors, 0 otherwise	AIDA
<i>Critical_mass</i>	Dummy variable equal to one, when at least three women are in the BoD, 0 otherwise.	AIDA
<i>Control Variables</i>		
<i>Sales</i>	Total sales in thousand euros	AIDA
<i>Age</i>	Age since firm foundation	AIDA
<i>Age_international</i>	Age since first FDI	REPRINT
<i>Family_Business</i>	Dummy variable equal to one if the firm is a family firm, 0 otherwise	AIDA
<i>Patents</i>	Number of patent	Espacenet
<i>Financial_constraints</i>	Current ratio	AIDA
<i>ROI</i>	Return on investment	AIDA
<i>North</i>	Dummy equal to one if the firm is located in the North of Italy, 0 otherwise	AIDA
<i>Industry</i>	Dummy equal to one for a set of 5 sectors, 0 otherwise	AIDA

The overall descriptive statistics reported in Table 2 show that the average of FDI is equal to 11.11 and the average number of foreign countries is around 7.

While fewer than 9% of firms in our sample reach the critical mass, two out of five of the sampled firms have at least a woman involved in firm governance.

A preliminary test of our research question is provided by crossing the internationalisation (i.e. number of FDI and number of foreign countries) between two clusters of firms characterized by their different alignment with the critical mass. Table 3 displays the distribution of sampled companies between the two groups of firms where

the critical mass is reached (107 out of 897 companies) and where not (790 companies). Firms with critical mass equal to 1 (Group 2) significantly differ from the other firms (Group 1) in terms of internationalisation. On average, firms in Group 2 are bigger and older than firms in Group 1. When the critical mass is reached the firms show a higher propensity to patent. However, firms in Group 1 show a higher degree of profitability. In contrast, there is no significant difference between the two samples in terms of other structural characteristics. The two groups also differ in terms of their geographical distribution and industry composition.

Table 2: Descriptive statistics for the whole sample

Variables	Mean	Std. Dev	Min	Max
<i>Dependent Variables</i>				
International_FDI	11.11	24.36	1	462
International_Countries	6.74	7.93	1	68
<i>Independent Variables</i>				
Token	42.20%	0.40	0	1
Critical_mass	8.86%	0.28	0	1
<i>Control Variables</i>				
Sales	175,865	1037355	1	2.9e07
Age	45.28	26.05	10	189
Age_international	24.72	24.72	0	151
Family_Business	68.58%	0.68	0	1
Patents	44.39	342.33	0	8088
Financial_constraints	38.65%	0.38	0	99.82%
ROI	4.32%	8.59	-29.68%	29.95%
North	87.92%	0.32	0	1
Industry				

Table 3: Descriptive statistics for the two sample: critical mass=0 and critical mass=1

Variables	Group 1 Critical mass = 0	Group 2 Critical mass =1
<i>Dependent Variables</i>		
International_FDI	9.39	28.72
International_Countries	6.74	11.79
<i>Independent Variables</i>		
Token	34.38%	100%
Critical_mass	0%	100%
<i>Control Variables</i>		
Sales	104,082	913,521
Age	43.79	60.58
Age_international	24.35	28.16
Family_Business	68.76%	66.66%
Patents	31.04	181.51
Financial_constraints	39.29%	42.36%
ROI	4.56%	1.84%
North	88.78%	79.04%
Industry		

3.2 Empirical analysis

The two models reported in Table 4 show no difference as regards the statistical significance of the variable Token related to gender presence in BoD. In fact, in Model 1 and 2 the variable Token shows no significant coefficient. Instead, looking at the variable Critical mass, this is positive and significant and indicates that the increase in the number of women is capable of bringing beneficial effects such as to make the relationship positive. A difference in measurement of female presence can lead to different conclusions: the mere presence of women in the board, measured as a dummy, indicates no effects in the level of internationalization, while the increasing number of women has an opposite effect.

As for the control variables, we found interesting results. While the firm's size and the international experience show a positive impact, being a family firm and being located in the North of Italy has a negative impact in both Model 1 and 2.

Table 4: Empirical findings

Variables	Model 1		Model 2	
	Coeff	Std Err.	Coeff.	Std.Err.
<i>Independent Variables</i>				
Token	1.55	1.39	0.47	0.43
Critical_mass	8.20***	2.39	2.44***	0.75
<i>Control Variables</i>				
Sales	0.01***	0.01	0.01***	0.01
Age	-0.02	0.03	-0.01	0.01
Age_international	0.48***	0.04	0.22***	0.01
Family_Business	-3.04**	1.35	-0.37	0.42
Patents	0.01	0.01	0.01*	0.01
Financial_constraints	0.05	0.03	0.01	0.01
ROI	0.01	0.07	0.04	0.02
North	-6.88***	1.94	-1.51**	0.61
Industry		yes		yes
Prob > F		0.00		0.00
R-squared		0.37		0.38
Number of observations: 1,066				
Sign. * 10%; ** 5%; *** 1%				

4. Conclusions

The results show how the way in which female participation is measured is important. While the mere presence of women in decision-making roles (i.e. Token) is not linked to the expansion in the global market, on the contrary when the percentage of the female directors increases and reaches a certain level (i.e. Critical mass), the significance changes and assumes a positive role. A high presence of women in BoD generates a positive impact on the degree of internationalization both in terms of effort (i.e. number of foreign subsidiaries) and international diversification (i.e. number of countries in which firms invest).

According to the Social Identity Theory, the presence of just a woman (i.e. Token) on the BoD can cause an increase negative interpersonal relationships due to phenomena of social categorization, stereotypes and prejudices (Eagly and Karau, 2002; Schwab et al, 2016) and this conflict can hinder the decision-making process by negatively influencing the ability to grasp strategic decisions such as those relating to internationalization. This interpretation is also supported by the critical mass theory, according to which when there is only one or two women they are perceived as 'symbols' (or 'tokens') and this allows stereotypes to prevail, damaging group dynamics and performance. Instead, as the number of women increases, the likelihood of their voices and ideas being heard also increases, substantially improving managerial dynamics (Erkut, Kramer and Konrad, 2008).

This work, as well as the results of the statistical analysis, can be considered a starting point for hypothesizing managerial or policy implications.

References

- Alessandri, G., Consiglio, C., Luthans, F. and Borgogni, L. (2018) "Testing a dynamic model of the impact of psychological capital on work engagement and job performance", *Career Development International*, Vol 23, No. 1, pp: 33-47.
- Bannò, M. and Nicolardi, V. (2020) "Women's participation on boards of directors: the effects on business growth and profitability", *Sinergie Italian Journal of Management*, Vol 38, No.1, pp: 161-179.
- Burke, S. and Collins, K. M. (2001) "Gender differences in leadership styles and management skills", *Women in management review*, Vol 16, No.5, pp: 244-256.
- Carter, D.A., Simkins, B.J. and Simpson W.G. (2003) "Corporate governance, board diversity, and firm value", *The Financial Review*, Vol 38, pp 33-53.
- Coad, A. (2009) *The growth of firms: a survey of theories and empirical evidence*, New perspectives on the modern corporation series, Edward Elgar Publishing.
- Cox, T. (1994) *Cultural diversity in organizations: theory, research, and practice*, Berrett-Koehler, San Francisco.
- Crosen, R. and Gneezy, U. (2009) "Gender Differences in Preferences", *Journal of Economic Literature*, Vol 47, No.2, pp: 448-474.
- Dahlin, K. B., Weingart, L. R. and Hinds, P. J. (2005) "Team diversity and information use", *Academy of Management Journal*, Vol 48, No. 6, pp 1107-1123.

- Dunning, J. H. and Lundan, S. (2008) *Multinational enterprise and the global economy*, Cheltenham, Edward Elgar.
- Dunning, J.H. (2013) *International production and the multinational enterprise*, Abingdon, Routledge.
- Dwyer, S., Richard, O. and Chadwick, K. (2003) "Gender diversity in management and firm performance: The influence of growth orientation and organizational culture", *Journal of Business Research*, Vol 56, No.12, pp 1009-1019.
- Eagly, A. H. and Karau, S. J. (2002) "Role congruity theory of prejudice toward female leaders", *Psychological Review*, Vol 109, pp 573–598.
- Erkut, S., Kramer, V. W. and Konrad, A. M. (2008) "Critical mass: does the number of women on a corporate board make a difference?" *Women on corporate boards of directors: International research and practice*, pp 222-232.
- Greed, C. (2000) "Women in the construction professions: Achieving critical mass", *Gender, Work & Organization*, Vol 7, No.3, pp: 181-196.
- Grondin, D. and Grondin, C. (1994) "The Export Orientation of Canadian Female Entrepreneurs in New Brunswick", *Women in Management Review*, Vol 9, No. 5, pp 20-30.
- Grondin, D. and Schaefer, N. (1995) "Differences in the export activities of female-and male-owned small and medium-sized enterprises", *Women in Management Review*, Vol 10, No. 8, pp 4-10.
- Hambrick, D. C. and Mason, P. A. (1984) "Upper echelons: The organization as a reflection of its top managers", *Academy of management review*, Vol 9, No. 2, pp 193-206.
- Hambrick, D.C., Cho, T.S. and Chen, M.J. (1996) "The influence of top management team heterogeneity on firms' competitive moves", *Administrative Science Quarterly*, Vol 41, No. 4, pp 659-684.
- Idris, B. and Saridakis, G. (2020) "Women directors and exporting activity: The moderating role of network advice", *Economics and Business Letters*, Vol 9, No.2, pp: 106-113.
- letto-Gillies, G. (1998) "Different conceptual frameworks for the assessment of the degree of internationalization: an empirical analysis of various indices for the top 100 transnational corporations", *Transnational corporations*, Vol 7, pp 17–40.
- Intesa San Paolo and SRM – Studi e Ricerche per il Mezzogiorno (2011), *L'apertura internazionale delle regioni italiane*, Torino, Intesa San Paolo.
- Javidan, M., Bullough, A. and Dibble, R. (2016) "Mind the gap: Gender differences in global leadership self-efficacies", *The Academy of Management Perspectives*, Vol 30, No. 1, pp 59-73.
- Kafourous M. I., Buckley P. J., Sharp J. A. and Wang C. (2008) "The role of internationalization in explaining innovation performance", *Technovation*, Vol 28, No. ½, pp: 63–74.
- Kanter, R. M. (1977) *Men and Women of the Corporation*, New York, Basic Books.
- Kotabe M., Srinivasan S. S. and Aulakh P. S. (2002) "Multinationality and firm performance: the moderating role of R&D and marketing capabilities", *Journal of International Business Studies*, Vol 33, No. 1, pp: 79-97.
- Lu, J. W. and Beamish P. W. (2001) "The internationalization and performance of SMEs", *Strategic Management Journal*, Vol 22, No. 6/7, pp: 565-586.
- Mariotti, S. and Mutinelli, M. (2017) *Le partecipazioni italiane all'estero ed estere in Italia*, Italia multinazionale 2017.
- Ng, E. S. and Sears, G. J. (2017) "The glass ceiling in context: the influence of CEO gender, recruitment practices and firm internationalisation on the representation of women in management", *Human Resource Management Journal*, Vol 27, No. 1, pp 133-151.
- Niñerola, A., Hernández-Lara, A. B. and Sánchez-Rebull, M. V. (2016) "The diversity of the top management team and the survival and success of international companies: The case of Spanish companies with foreign direct investment in China", *International Journal of Organizations*, Vol 16, pp 127-148.
- OECD (2020) FDI stocks indicator. <https://data.oecd.org/fdi/fdi-stocks.htm#indicator-chart>. Accessed 14 January 2021.
- Orser, B., Riding, A. and Townsend, J. (2004) "Exporting as a means of growth for women-owned Canadian SMEs", *Journal of Small Business & Entrepreneurship*, Vol 17, No. 3, pp 153-174.
- Orser, B., Spence, M., Riding, A. and Carrington, C. A. (2010) "Gender and export propensity", *Entrepreneurship Theory and Practice*, Vol 34, No. 5, pp 933-957.
- Pergelova, A., Angulo-Ruiz, F. and Yordanova, D. I. (2018) "Gender and international entry mode", *International Small Business Journal*, Vol 36, No. 6, pp: 662-685.
- Reuber, R. and Fisher, E. (1997) "The influence of the management team's international experience on the internationalization behaviors of SMEs", *Journal of International Business Studies*, Vol 28, No. 4, pp 807–825.
- Rosner, J. B. (1990) "Ways women lead", *Harvard Business Review*, pp 119-125.
- Schwab, A., Werbel, J. D., Hofmann, H. and Henriques, P. L. (2016) "Managerial gender diversity and firm performance: An integration of different theoretical perspectives", *Group & Organization Management*, Vol 41, No. 1, pp 5-31.
- Stets, J E. and Burke J.P. (2000) "Identity theory and social identity theory", *Social psychology quarterly*, Vol 63, No. 3, pp: 224-237.
- Torchia, M., Calabrò, A. and Huse, M. (2011) "Women directors on corporate boards: From tokenism to critical mass", *Journal of business ethics*, Vol 102, No. 2, pp: 299-317.
- Villalonga, B. and Amit, R. (2006) "How do family ownership, control and management affect firm value?", *Journal of financial economics*, Vol 80, No. 2, pp: 385–417.
- Wiklund, J., Patzelt, H. and Shepherd, D.A. (2007) "Building an Integrative Model of Small Business Growth", *Small Business Economics*, Vol 32, No. 4, pp: 351-374.
- Williams, D. A. (2013) "Gender and the internationalization of SMEs", *Journal of International Business Research*, Vol 12, No. 1, pp 133-146.

- World Economic Forum (2017) *The Global Gender Gap Report 2017*, WEM Publications.
- Wright, M., Westhead, P. and Ucbasaran, D. (2007) "Internationalization of Small and Medium-sized Enterprises (SMEs) and International Entrepreneurship: A Critique and Policy Implication", *Regional Studies*, Vol 41, No. 7, pp: 1013-1030.
- Zahra, S. A. (2005) "Entrepreneurial risk taking in family firms", *Family Business Review*, Vol 18, No. 1, pp: 23-40.
- Zimmerman, M.A. and Brouthers, K. D. (2012) "Gender heterogeneity, entrepreneurial orientation and international diversification", *International Journal of Gender and Entrepreneurship*, Vol 4, No. 1, pp 20-43.
- Zuraik, A., Kelly, L. and Perkins, V. (2020) "Gender differences in innovation: the role of ambidextrous leadership of the team leads", *Management Decision*, Vol 58, No. 7, pp: 1475-1495.