

**Research Article****EMPOWERING SMALL FAMILY BUSINESSES: JOB CREATION IN THE UAE IN THE ERA OF CLIMATE CHANGE*****Dr. Aisha Zayed Al-Ali**

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Received 09th February 2025; Accepted 18th March 2025; Published online 30th April 2025

Abstract

This study focuses primarily on small family businesses in the UAE in the national context by reporting state-level data affected by climate change. By using a quantitative research approach and figures from official national sources, the examination concentrates on the output, intensity, and continuity of these businesses in this current state of climate change and environmental crises, such as COVID-19 pandemic. The main result shows the paramount role of small family enterprises in the UAE's economy, mostly responsible for the two main factors of development, job creation, and diversification of the economy. The study relied on open data provided by government entities sources such as the Federal Competitiveness and Statistics Centre (FCSC) and the Securities and Commodities Authority (SCA). It also highlights the importance of women in family businesses by presenting engagement rates and the role women play in business opportunities and job creation. It also presents various aspects of education levels of business owners in managing family businesses, in particular, those who had secondary and university education. In addition, the data exhibits an emerging trend of gender distribution whereby females are more dominant in family business ownership than males; this underscores the UAE's advances in embracing gender parity in business. Moreover, this work enhances the body of knowledge about the importance of SMEs in UAE's socio-economic context and reveals policy implications for support programs and climate change adaptation to foster the sustainability and growth of these businesses, as well as knowledge transfer between generations. The findings of this study are in line with the UAE vision to build a more resilient, diversified and sustainable economy.

Keywords: Climate change, Small family Business, Job creation, Gender dynamics, Economic development.

INTRODUCTION

Dubai and the UAE embrace diversity with over 200 nationalities among their 10 million population (Al Orami, 2020). Coexistence, cultural acceptance, and tolerance are valued, with laws applied universally to all residents without discrimination (Venter, 2018). Small family businesses are integral to the economic body of many nations, including the United Arab Emirates (UAE) (Alzarooni, 2021). Research conducted by the Khalifa Fund for Enterprise Development (2021) indicates that small and medium enterprises (SMEs) contribute to the UAE's GDP (Saif Alshehhi & Zakuan, 2022). Interestingly, a substantial number of these SMEs are family-owned enterprises. These businesses not only contribute to the country's GDP but also play a vital role in employment generation and economic diversification, thereby significantly bolstering the economic stability of the nation (Tekola & Gidey, 2019). Despite the significant role these small family businesses play, their sustainability and growth are under persistent threat from numerous factors. Among these, the implications of climate change stand as a significant challenge (Memili *et al.*, 2018). There is an expanding corpus of academic literature demonstrating the diverse obstacles that climate change presents to businesses across the globe (Jaworska, 2018). The challenges extend from direct impacts, such as altered weather patterns influencing supply chains, to indirect effects, like the implementation of regulatory changes designed to reduce carbon footprints (Rahman *et al.*, 2022). In addition to that, the intersection of climate change, COVID-19, economic fluctuations, and the fear of a recession presents a complex and dynamic environment for small family businesses and projects (Amaral & Da Rocha, 2023).

Climate change, a long-term global concern, poses an array of risks for businesses, such as supply chain disruptions, unpredictable weather patterns, and regulatory changes (Abbass *et al.*, 2022). The COVID-19 pandemic has further compounded these challenges, resulting in widespread business shutdowns, workforce reductions, and fluctuating consumer demand. This, coupled with general economic instability and the looming threat of a recession, has caused uncertainty and fear among small family business owners (Phillipson *et al.*, 2020). The resilience and adaptability of these businesses are being tested as they navigate the multifaceted impacts of these concurrent crises. Family businesses in the Middle East and North Africa (MENA) region significantly contribute to the economies of their respective countries, often making up a substantial portion of their GDP (Aljuwaiber, 2021). These enterprises are active across a wide array of sectors, from retail to construction and energy, fulfilling a critical role in generating jobs and creating wealth. It is projected that the number of family businesses witness a substantial surge by 58% in 2022, as they venture into new market territories. Family businesses continue to be a fundamental part of the economies in the Gulf Cooperation Council countries (Martínez-García *et al.*, 2021). Their impact is palpable through the jobs they create and the value and wealth they generate. This study aims to bridge a knowledge gap by exploring the relationship between two areas important to the economy, which are small family businesses and climate change, within the context of the UAE (Oudah *et al.*, 2018). The goal is to gain insight into how these enterprises are grappling with the challenges posed by climate change. More importantly, this study aims to identify strategies through which these businesses fortified to continue their pivotal role in job creation in the face of the changing environmental conditions. This study not only ensure their sustainability and growth but also capitalize on potential opportunities that a

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changing climate may bring. This focus aligns with the UAE's broader vision of transforming its economy into one that is resilient, diversified, and sustainable.

LITERATURE REVIEW

Family enterprises, ranging from expansive international corporations to modest community-based shops, represent an immense economic force globally. These entities account for about two-thirds of all businesses around the world, contributing markedly to both global GDP and job creation (Hartman *et al.*, 2023). According to data from the Family Firm Institute, the economic influence of family businesses is substantial and pervasive, forming the backbone of global commerce and employment opportunities. This aligns with the literature indicating that family businesses are critical economic players globally, not just in high-income economies but also in developing and emerging ones (Alves & Gama, 2020). In the United States and the United Kingdom, family businesses account for a substantial part of the GDP and employ a significant portion of the workforce. This supports the theory that family businesses have a transformative impact on local and national economies (Alsaaty & Makhoul, 2020). The same trend is observable in the GCC countries like Saudi Arabia, where family businesses contribute about 35% of the GDP, which facilitates job creations and improvement in employment rate by 8% of the workforce. This phenomenon, however, has not been as thoroughly researched as in other regions (Balila, 2020). Prior studies, although limited, suggest that family businesses play a crucial role in the economic growth of GCC countries. Oudah *et al.*, (2018), emphasizes the pivotal role that family businesses play in numerous economies, particularly in the United Arab Emirates (UAE). They are job creators, economic contributors, and trailblazers in entrepreneurship and innovation (Oudah *et al.*, 2018).

However, these businesses face challenges, including family conflicts, succession issues, and generational divides. The average lifespan of a family business in the GCC is only twenty-three years. This is notably less than that of Fortune 500 companies, demonstrating the unique challenges these businesses face (Hantrais *et al.*, 2020). In the wake of the fourth industrial revolution, these family businesses are encountering an evolving economic landscape. They must adapt to more open and competitive markets, compete for mobile talent, and transform into tech-savvy organizations. The literature suggests that family businesses that successfully navigate these changes have the potential to thrive in the new economic landscape (Zapata-Cantu *et al.*, 2023).

Succession in Small Family Businesses

Succession planning is a critical aspect of small family businesses, as it directly impacts their longevity and sustainability. Several studies have emphasized the importance of preparing for succession well in advance and fostering an environment that encourages the next generation's involvement. Factors such as family dynamics, generational differences, and the founder's willingness to let go of control significantly influence the succession process (LeCounte, 2022). In addition, the Saudi Arabia National Transformation Programme 2030 was announced by the Saudi government in 2016, with the goal of weaning the Saudi economy off of its dependence on oil by the year 2030 (LeCounte, 2022). Alrossais, (2023), underscores the importance of

intergenerational relationships and the founder's personality in succession planning in Saudi Arabian family businesses. This process involves the transfer of leadership from one family member to another, requiring careful preparation for the next generation. The aims were to provide assistance to small businesses, increase the number of available jobs, and make it possible for these firms to make a more significant contribution to the gross domestic product of the country (Alrossais, 2023). Family businesses in Oman, which account for over 60% of the nation's GDP, demonstrate unique characteristics attributed to the country's distinct cultural context (Razzak *et al.*, 2022). However, a comprehensive, detailed analysis of these unique attributes remains scarce. In Kuwait's food industry, adherence to Islamic law is mandatory for businesses across generations (Alterkait, 2022). This study integrates the distinct yet interrelated fields of information behavior and knowledge management, presenting two valuable models - a model for information behavior in family businesses, and another for knowledge retention and transfer within these entities.

Governance and Decision-making

Governance in small family businesses is often characterized by informal structures and a blurred distinction between family and business roles. Research suggests that the implementation of formal governance structures enhance the efficiency of decision-making processes and improve overall performance. Moreover, the involvement of non-family members in governance can bring in diverse perspectives and expertise, contributing to the business's growth and development (Azila-Gbetteo *et al.*, 2018).

Innovation and Growth

Innovation is essential for small family businesses to maintain competitiveness and adapt to changing market conditions. While family businesses have traditionally been perceived as risk-averse and conservative, recent studies challenge this stereotype by highlighting the innovation potential of family firms. Factors that promote innovation in small family businesses include access to resources, a supportive family culture, and the involvement of the next generation (Thrassou *et al.*, 2018).

Performance and Financial Stability

The relationship between family involvement and business performance has been the subject of considerable debate in the literature. Some studies have found a positive association between family ownership and performance, citing factors such as shared values, long-term orientation, and a strong work ethic. In contrast, others argue that family businesses may underperform due to nepotism, limited access to external resources, and resistance to change. A more nuanced perspective suggests that the impact of family involvement on performance is contingent upon various factors, including the level of professionalization and the stage of the family business life cycle (Glowka *et al.*, 2021).

Challenges and Future Directions

Small family businesses face numerous challenges in the contemporary business environment, including globalization, technological advancements, and changing consumer

preferences. As these businesses navigate these challenges, future research should explore strategies that can help them adapt and thrive, such as adopting digital technologies, collaborating with other businesses, and engaging in corporate social responsibility initiatives (Glowka *et al.*, 2021).

Job creation in the UAE

The distribution of project involvement between genders within families provide insights into the dynamics of gender roles, cultural expectations, and societal norms. In the context of the United Arab Emirates (UAE), understanding the factors that contribute to women's higher engagement in family projects compared to men is crucial for comprehending the intricate interplay of gender, culture, and familial dynamics. Research conducted by Al-Saddi and Al-Mahrooqi (2017) highlighted the traditional gender expectations that shape women's roles within the Emirati society which underscored the influence of cultural and social norms on the distribution of household tasks and family responsibilities in the UAE. These studies indicated that women often take on a greater share of domestic duties, which translate into their increased participation in family projects. The economic implications of women's engagement in family projects have also been explored. Al-Kaabi and Al-Tamimi (2018) examined the relationship between women's participation in family projects and their economic empowerment in the UAE. The findings suggested that women's active involvement in such projects enhance their economic autonomy and contribute to their overall empowerment within the household.

However, it is essential to note that not all studies in the UAE context support a unidimensional understanding of gender roles and family project engagement. Research by Al-Suwaidi (2020) revealed variations in gender dynamics and participation levels in family projects among Emirati families. The study highlighted the importance of considering individual preferences, work commitments, and evolving societal attitudes when examining gender differences in family project engagement.

METHODOLOGY

This study applies a quantitative research approach to investigate the small family businesses in UAE. The secondary data used in this study was collected from official national resources. In order to perform a detailed examination of small family-owned businesses and its position within the economic fabric of the United Arab Emirates (UAE), the research data was extracted from the Federal Competitiveness and Statistics Centre (FCSC). The FCSC's adherence to the data accuracy and accessibility principle has been very important as this provides a sound, empirical basis to this study. Furthermore, the SCA authority contributes a constituent pivotal dataset of the capital of joint stock companies traded on the UAE listed stock market. This data set helps to understand the small family businesses in 2023. The below Table-1 contain some figures regarding the number of family projects per emirate according to the FCSC. The ratios depict the business pulse of each emirate, and also stand as a token of appreciation to the UAE's supreme economic strategies and governmental initiatives that continue to fashion and regulate the business tendency.

RESULTS

Empowering Small Family Businesses: A Data-Driven Analysis

Table I. Family projects per emirates

Emiratis	2018	2019	2020	2021
Abu Dhabi	12	15	14	35
Dubai	56	41	22	52
Sharjah	108	75	8	22
Ras Al Khaimah	45	36	1	11
Ajman	40	33	10	2
Fujirah	108	79	0	2
Umm Al Quwain	39	21	1	1

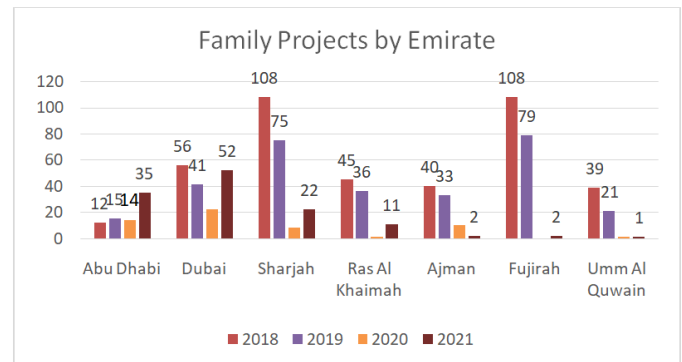


Figure 1. Family Projects by Emirate

With reference to table (1) and figure (1) Abu Dhabi shows resilience growth in family projects. As in 2018, there were 12 projects, while in 2019 there were 15. This is an indicative of the ground where family enterprises thrive. A small deviation in 2020 is due to the global pandemic. Conversely, the number increased more than two times compared to 35 in 2021 which shows the positive impact of climatic policies and government commitment to sustainable development which is consistent with mitigation of the devastating effects of climate change.

In Dubai, The Rising Phoenix, sees a downward trend moving from 56 in 2018 to ending with a low of 22 in 2020, as a result of the severe COVID-19 situation. The quick come back in 2021 to 52 ascribed to effective government measures, among others differentiating initiatives and Abu Dhabi's strategic positioning as a global hub that's the cause of resurgence of business ownership. The most notable decline, which was registered in Sharjah, that being from the 108th position in 2018 to number eight in 2020. This shows the most likely susceptibility to the adverse economic repercussions of the pandemic. Nevertheless, the height of 22 in 2021 hints at the initiation of economic recovery that is ameliorated by the stimulating activities and, one way or another, moves toward the revisions in eco-friendliness of family businesses.

Ras Al Khaimah is finding stability. From a stable cluster of 45 family businesses in 2018, dipping to a mere 1 in 2020, Ras Al Khaimah's figures are indicative of the extreme challenges faced during the pandemic. However, the rise to 11 in 2021 signals a slow but hopeful recovery, potentially supported by local government initiatives tailored to boost family-run enterprises.

Ajman's steady numbers through 2019 faced a significant hit in 2020, dropping to 10, followed by a further dip to 2 in 2021. This enduring decline suggests that family businesses in Ajman have faced persistent challenges, possibly related to sectors highly vulnerable to both climate change and the pandemic, calling for a reevaluation of support structures.

Fujairah mirrors this tumultuous journey, with a drastic fall to zero businesses in 2020. The slight recovery to 2 in 2021 which indicate initial steps towards revival, potentially leveraging Fujairah's unique geographic and economic characteristics, alongside government aids and climate adaptation strategies, to rekindle its entrepreneurial ecosystem.

Umm Al Quwain is in a slow rebuild. The pattern in Umm Al Quwain, while similar to its counterparts with a decline to 1 in 2020, remains subdued with a stagnation into 2021. This suggests a more prolonged struggle to bounce back, which underscores the need for targeted interventions that include climate resilience programs designed for small family businesses.

Fostering economic diversity: an analysis of productive family projects across the UAE emirate

Table II. Productive families in the emirates

Row Labels	Sum of OBS VALUE
Ajman	85
Abu Dhabi	76
Dubai	171
Fujairah	189
Ras Al Khaimah	93
Sharjah	213
Umm Al Qiwain	62
Grand Total	889

The above Table 2 is about productive families in The Emirates. As many as 889 productive family projects underline the fact that the UAE is absolutely ready to meet the challenges of family-run entrepreneurship. This sector has a vital role to perform in jobs creation, economic diversification and the development of craftsmanship and innovation at local level. The UAE's intention of lending a hand to these institutes might be the root of their wide distribution and thriving nature throughout the emirates. The reality of Emirati family businesses is a living heritage and a strong foundation of the UAE socio-economic base. Data presented shows 889 productively running family enterprises in the various emirates pointing to a high level of involvement in entrepreneurial activities countrywide.

Sharjah is on the top in the family projects section, with 213 projects to its credit (this reflects the emirate's creation of favorable conditions for the implementation of small entrepreneurial activities and the emphasis on diversifying economic activities). The emirate of Fujairah is featured in 8 out of 189 projects, which indicates that the emirate has a favorable environment for family businesses, most likely, due to Fujairah specific geographical situation and its active economic strategy. With 171 family projects, Dubai positions itself as a multifaceted business center that is capable of handling wide-ranging economic activities, including those owned by families. Even though foreign corporations and massive trade operations are famous for small personal businesses to flourish as well.

The fact that Ras Al Khaimah has 93 and Ajman 85 productive family projects indicates small emirates' readiness to strengthen their local economies via family-centered efforts. These community projects supported better by the establishment of more local ties and by additional municipal assistance. Abu Dhabi with 76 projects, a larger economy in most cases than Dubai and smaller in quantity but still essential performance with projects that provide quality and scale rather than numbers. Umm Al Quwain with 62 projects of family-based enterprise is the least developed. It, therefore, is at the initial stage of the development of family culture of its economy, a factor that nurtured with appropriate investment and support.

Business categories resilience and adaptation

Table III. Business categories practices by families

Business Category	2019	2020	2021
Heritage handcrafts	99	1	8
Print & Art	25	11	14
Perfumes & Body Care	42	5	30
Furniture	2	0	1
Not defined	5	18	0
Public Services	11	2	4
Clothing & Accessories	82	10	44
Food	34	9	24
Total	300	56	125

Table 3 elucidates the business categories which families in the UAE practice. The data reflects the adaptive nature of family businesses in the face of adversity and sheds the light on the sectors that stood firm in the wake of pandemic crisis and those that were more vulnerable than others due to the economic threats of pandemic. Yet sales of handcrafts shrunk and remained at the level pre-pandemic, this indicates a reappearance of some heritage values. In essence, the general tendency moves towards a gradual and encouraging improvement during the transition period following the pandemic when family businesses adapt and swerve through changing market conditions.

In 2019, a total of 300 family businesses were reported, with Heritage Handcrafts leading the sectors at 99 businesses, suggesting a strong cultural entrepreneurship that year. Clothing & Accessories also made a significant contribution with 82 businesses, reflecting a robust market interest in fashion and personal goods. The year 2020 shows a dramatic decline across all sectors, with the total plummeting to 56. This decrease was most likely due to the COVID-19 pandemic, which globally disrupted business operations and consumer spending. Heritage Handcrafts took the most substantial hit, dropping to just one business, possibly due to reduced tourism and local spending. Interestingly, the 'Not defined' category increased to 18, indicating that new business types have emerged during the pandemic, possibly as a pivot or diversification in response to changing market conditions. By 2021, there was a partial recovery to 125 businesses. While still below pre-pandemic levels, sectors like Perfumes & Body Care and Clothing & Accessories showed significant resilience with a substantial rebound to 30 and 44 businesses, respectively. This indicates a return of consumer confidence and spending in personal goods. The Food sector also demonstrated a modest recovery, likely supported by an increasing demand for local and home-based food businesses which gained popularity as the world adjusted to the new normal.

Family business and level of education

Table IV/ Educational backgrounds of individuals involved in family businesses from 2017 to 2021

Education	2017	2018	2019	2020	2021
Uneducated	6	0	15	3	5
Read & write	56	0	17	2	0
Primary School	23	0	11	3	4
Middle School	43	0	21	2	4
Secondary	85	0	120	21	41
Diploma	29	0	25	2	13
UNI	56	0	91	21	49
Post Grad	3	0	0	2	6
Unidentified	x	x	x	x	3
Total	301	0	300	56	125

Table (4) outlines the educational backgrounds of individuals involved in family businesses from 2017 to 2021. A noticeable trend is the variation in the number of family business owners or participants with different educational levels over these years. The data indicates a robust association between educational attainment and participation in family businesses, with notable resilience among those with secondary and university-level education, even in the face of economic disruption. This resilience could be due to better access to resources, skills, and networks that come with higher education levels, which empower individuals to navigate and adapt during challenging economic times.

In 2017, there was a diverse educational representation among family business associates, with 'Secondary' education leading at 85 individuals. However, in 2018, the data shows an absence of recorded family businesses, which may be due to a data collection anomaly or a temporary reporting issue. Closely observing the situation in 2019, it was noted that people with 'Secondary' and 'UNI' (university) education levels are representatives of the resurgence, meaning that a high percentage of family businesses are managed by people with at least a secondary education level. The rise of the 120 individuals in the family business with "Secondary" education signify a population of people who possess a practical education that combines academic and hand on entrepreneur skills. The year 2020, which coincided with the beginning of the COVID-19 pandemic, shows a big drop among all education levels; this demonstrates the global crisis level of the pandemic. In spite of this, the people with 'Secondary' and 'UNI' education still ruled, only with less figures than before.

In 2021, there was a visible, though incomplete, represented by the activities of the educated in family businesses. College graduates experience the greatest recovery to 49 which has been associated with their high resilience and adaptability. 'Secondary' education has also a significant increase of 41 which means that a basic education still plays an important role in the family business sector.

Family projects by age group

Table V. Family projects by age group

Age	Female	Male	Grand Total
Under 18	28	8	36
Age 18-24	56	10	66
Age 25-35	140	23	163
Age 36-45	203	25	228
Age 46-55	159	17	176
Age 56 & above	112	1	113
Grand Total	698	84	782

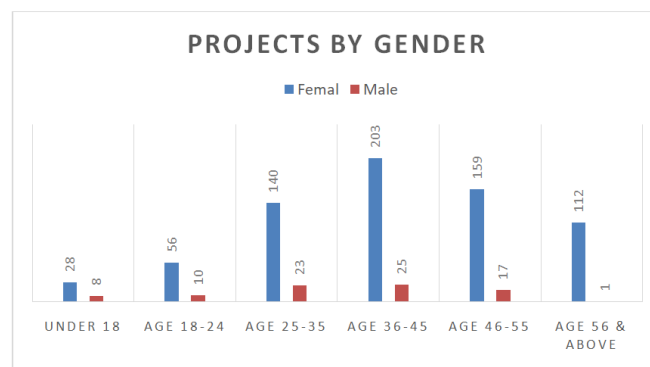


Figure 1. Family project by gender female, male

In table (5) and Figure (2) the data points to a dynamic family business sector in the UAE with broad female participation across all age groups. The substantial engagement of individuals in the prime of their working life (25-55 years old) highlights the sector's potential as a driver for economic activity and job creation. The involvement of younger and older age groups underscores the intergenerational nature of family businesses and their role in fostering entrepreneurial skills and longevity in the business landscape. There's a significant gender disparity, with females (698) greatly outnumbering males (84) in family business involvement. This suggests that family businesses offer more accessible opportunities for female entrepreneurship and participation in the UAE. The most represented age group in family businesses is from 36 to 45 years old, with 203 females and 25 males totaling 228 individuals. This age group is often characterized by stability and experience, which is beneficial for business management and growth. There's a healthy involvement of the younger demographic (under 18 and 18-24 years old), totaling 102 individuals. This early engagement indicates a trend of family businesses as a training ground for entrepreneurship and the transmission of business acumen from one generation to the next. The age groups of 46-55 and 56 & above collectively constitute 289 individuals, suggesting that older generations remain active within the family business sphere. Their continued participation providing valuable experience and mentorship within these enterprises. The stark contrast in the 'Age 56 & above' category, with 112 females and only 1 male, reflect cultural or social trends, retirement age differences, or perhaps the transition of senior males out of active business roles. Thus, more research should be conducted to examine the social and cultural, economic, and regulatory factors that may discourage senior males from creating their own business or joining family businesses in the UAE. This will help identifying ways to encourage their participation and create avenues for them to participate and be involved.

DISCUSSION

The analyzed data shows that the family business in the UAE is mainly conducted by female and their participation rate is much higher than men. This trend highlights the progressive impetus of women within the economic system of the UAE. The involvement of youth especially those below 25 years in family businesses show that these businesses are nursery for emerging entrepreneurs. The 36-45 years of age bracket being notably significant implies that people running the businesses are experienced enough and at the peak of their professional careers. The loss of men in the business after the retirement age indicate a change in the hands of younger members or a

shift in gender roles in late functional stages of the family enterprises. Thus, the study shows that this is the right time to enact strategies to support the exceptional role of women and the importance of intergenerational knowledge transfer in UAE family businesses. Further studies and support required to support male engagement for the age group 56 and above. Surveys and interviews must be conducted with the current and retired male family business members and need to find out why they do not participate actively. Conduct a review and update of retirement policies by reconsidering retirement age standards and policies that need revision. Furthermore, encourage gender equality for business ventures that will enable senior male to engage in coaching and advising roles in family enterprises.

Limitations

This study provides the valuable clues on the forces inside small family businesses of UAE; yet some limitations should be taken into account. As the literature was based on the secondary data collected from national resources and there is a possibility that there will be data shortcomings in terms of the comprehensiveness and the descriptive detail. Furthermore, the study selects as a context only the UAE country where the findings of the study may not be easily generalized to the other areas with other socio- economic dynamics. Ultimately, the study stays focused on the impact of climate change on small family companies as the mitigation and adaptation perspectives receive no detailed examinations and as such, there is room for further study in this specific aspect of the phenomenon.

Recommendations

Policymakers need to take initiatives on their list that facilitate succession between generations in family business and knowledge transfer procedures. In this way, a business may continue its existence and have a chance to survive being generations-old. Also, the development of targeted support programs is needed for the enhancement of women's entrepreneurship as well as the participation of women in family businesses, recognizing the vital role they are playing in family's and country's success. Furthermore, the creation of a massive climate resilience strategy which contains both mitigation and adaptation strategies irrespectively to the own context of the family business need to develop. The Agency would have to construct an ecosystem that would have resources, information and training to enable local businesses face off the climate related problems. Notwithstanding this, cooperation and knowledge transfer among small family-run companies, governmental bodies, and all the other interested parties through the exchange of best practices and solutions consequently improve the capacity of the sector to face adversities.

Conclusion

This study explores the small family businesses in the United Arab Emirates and provide a clear understanding regarding the economic and social dynamics of this society. This study also presents a thorough analysis of the value provided by SMEs to the United Arab Emirates' economy, through job creation, cultural preservation, and the empowerment of UAE business society. The resiliency of family firms in the face of changing economic conditions, like the current pandemic, showcases their ability to adapt. The broad engagement of women

throughout all the age groups is shown here as a testament to the big steps that the UAE took in the inclusion of women in the business domain. The knowledge gained from this research accentuate the significance to allocate more resources in this field for its prosperity as well as the goal of sustainable development and more resilient economy in UAE. Moreover, the statistics highlight the significance of educational level for businesses, with a bigger recovery back in 2021 among entrepreneurs with high educational attainment. This review of the literature has revealed the intricacies of small family business research. Although, there were some aspects that still need to be explored, especially in terms of the business world which is undergoing constant changes.

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