

GLOBAL PERSPECTIVES ON GENDER DIVERSITY AT BOARD ROOM: A SYNTHESIS OF BIBLIOMETRIC TRENDS AND SYSTEMATIC EVIDENCE

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Abstract

This study examines global perspectives on gender diversity in corporate boardrooms through a comprehensive bibliometric analysis and systematic literature review of 1,108 documents obtained from the Scopus Database published between 2014-2024. The research employs a mixed-method approach, combining quantitative bibliometric analysis using (R Package-Biblioshiny) software with a qualitative systematic literature review to map intellectual trajectories and thematic developments. The findings show significant growth in research output, with maximum publications in 2023 (243 articles) and major contributions from institutions in the UK, China and Italy. The analysis identifies key research clusters that focus on the impact of gender diversity on corporate governance, financial performance and sustainability practices. This study makes a unique contribution to the literature by providing the first comprehensive bibliometric mapping of gender diversity research in boardrooms and offers valuable insights for scholars, policymakers and corporate leaders working towards inclusive governance structures globally.

***Keywords:** Gender Diversity, Corporate Governance, Board Composition, Systematic Review, Bibliometric Analysis*

Introduction

Gender diversity on boards of directors has become important in discussions on corporate governance and organization performance. As companies are quick to operate in tough and global markets, their leadership teams can significantly affect strategic decisions, innovation and stakeholder engagement. Among them, gender diversity emphasizes the ability to improve board dynamics, challenge traditional thinking and promote sustainable business practices. Despite these recognized benefits, the representation of women on boards is still unbalanced across various sectors and regions that persistently emphasize structural, cultural and political barriers. In recent decades, the gender gap in corporate governance has changed significantly. In India, the Companies Act, 2013 imposes a quota of at least one female director on the board of listed companies and any public unlisted company having a paid-up share capital of 100 crores or more rupees or a turnover of 300 crores or more rupees under Rules 3, Companies (Appointment & Qualification) Rules 2014, The Companies Act, 2013, Ch XI. Initially, the concept of gender diversity was viewed merely as a compliance requirement. Initially, the concept of gender diversity was considered a necessity for observational needs. However, as empirical evidence began to emphasize its strategic importance, it became a main concern in governance (Terjesen et al., 2009). Studies show that diverse boards improve decision quality by providing different perspectives and reducing groupthink (Adams and Ferreira, 2009). In addition, gender diversity is associated with better company reputation and stakeholder views that affect long-term sustainability (Bear et al., 2010), and academic interest in gender diversity

in boardrooms increases, which is reflected in increased social expectations, regulatory mandate and shareholders activism. bibliometric trends show that a growing literature has found the multifaceted effects of gender diversity, including their effects on financial indicators, ethical systems and corporate social responsibility. However, a systematic synthesis of world contexts still lacks important questions about geographical, regional and thematic disparities. This research document aims to fill this gap by systematically synthesizing literature and bibliometric analysis on gender diversity with a global perspective. By projecting academic contributions and synthesizing the most important results, this study provides a greater understanding of the dynamics, challenges and opportunities underlying the increase of gender diversity in corporate governance. It will provide valuable implications for policymakers, corporate leaders, and scholars striving to foster equitable and inclusive governance practices worldwide

Review of Literature

Recent research emphasizes the critical role of gender diversity and corporate governance in shaping both financial and non-financial corporate outcomes. Mashayekhi et al. (2024) identify themes like audit quality and disclosure in expanded audit reporting, showing the importance of legal systems in shaping these areas. Ali et al. (2024) examine how sustainability disclosures influence earnings management, highlighting stakeholder engagement and the impact of gender diversity. Tran et al. (2024) explore the ESG-performance nexus, demonstrating how gender diversity moderates this relationship with regional differences in adoption. Heubeck (2024) suggests that CEO capabilities and board diversity improve ESG performance, though the benefits decrease beyond a certain threshold of gender diversity. Gender diversity also impacts corporate financial distress, with Muien et al. (2024) showing its role in stabilizing family-controlled firms in Pakistan, while Siregar et al. (2024) argue that female executives in Indonesia tend to adopt more cautious financial strategies. Gonzalez-Ruiz et al. (2024) find that gender-diverse boards in Latin America reduce debt financing costs, reinforcing the importance of improved corporate governance and reputation. Badru et al. (2024) identify key factors like board size and independence driving gender diversity in Nigeria, while Kutlu Furtuna and Sönmez (2024) show no significant link between critical mass of women and climate change disclosures in Turkey, although independent directors and firm size influence reporting. Zahid et al. (2023) emphasize the positive effects of female board representation on environmental performance and greenwashing prevention, while Boulhaga et al. (2023) demonstrate that audit committee independence enhances audit quality, but gender diversity within committees poses challenges. Ayoola et al. (2023) stress that governance quality, especially in phase-specific governance needs, boosts investor confidence in Nigerian banks. Abhilash et al. (2023) track the evolution of corporate governance research in India, highlighting gender diversity and board structure. Samara et al. (2023) argue that governance diversity—across gender, tenure, age, and education—affects strategic outcomes, with firm performance moderating this relationship. Collectively, these studies underline the intricate and context-dependent impact of governance diversity on both corporate strategies and performance outcomes.

Research Objective

The main purpose of this study is to identify bibliometric trends related to gender diversity in boards, focusing on the evolution of scholar's interests, significant contributions, geographical focus and thematic model development in the literature. In addition, the research aims to

systematically review the existing literature on the impact of gender diversity in the boardrooms on corporate governance practice, organisation performance and participation from a global perspective. By examining the dimensions of different scientific production, impact, thematic development and collaboration networks, this study aims to provide an understanding of the structure and trends. This investigation is led by the following research issues:

1. Research Output and Trends

RQ1: How has the annual scientific production evolved throughout the time in the field?

RQ2: What are the trends in sources' production over time, and according to Bradford's Law which sources are most influential?

RQ3: In this field of study, how does author productivity align with Lotka's Law?

2. Influence and Impact

RQ4: Which countries are the leading contributors to scientific production, and which countries get the most citations worldwide?

RQ5: What are the most globally cited documents, and how have they influenced the research landscape?

RQ6: Which affiliations are the most relevant in contributing to scientific production?

3. Knowledge Structure and Thematic Analysis

RQ7: What are the most relevant words, and how are they interconnected in co-word networks?

RQ8: What thematic clusters and research fronts are revealed through factorial analysis and histograms?

RQ9: How does the word cloud representation provide insights into key topics and emerging trends?

4. Collaboration and Authorship Patterns

RQ10: What are the patterns of collaboration among authors and institutions?

RQ11: How does the collaboration network illustrate the interconnectedness and co-authorship dynamics within the research community?

5. Influence and impact

RQ12: What narrative emerges from the systematic review of gender diversity in boardrooms?

Research Methodology

This research employs a mixed-methods design to investigate global perspectives on gender diversity in boardrooms, integrating quantitative bibliometric analysis using (R Pckage-Biblioshiny) with a qualitative systematic literature review for a comprehensive exploration. The methodology is structured into two primary phases following PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) in Figure 1, each addressing different aspects of the research objective. Table 1 shows the main information about data received for the analysis.

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2014:2024
Sources (Journals, Books, etc)	447
Documents	1108
Annual Growth Rate %	23.86
Document Average Age	4.09

Asian And Pacific Economic Review
ISSN: 1000-6052

Average citations per doc	24.23
References	60183
DOCUMENT CONTENTS	
Keywords Plus (ID)	603
Author's Keywords (DE)	1952
AUTHORS	
Authors	2459
Authors of single-authored docs	127
AUTHORS COLLABORATION	
Single-authored docs	144
Co-Authors per Doc	2.84
International co-authorships %	31.95
DOCUMENT TYPES	
Article	984
book chapter	58
conference paper	29
Review	37

Table 1

Preferred Reporting Items for Systematic Reviews and Meta-Analyses

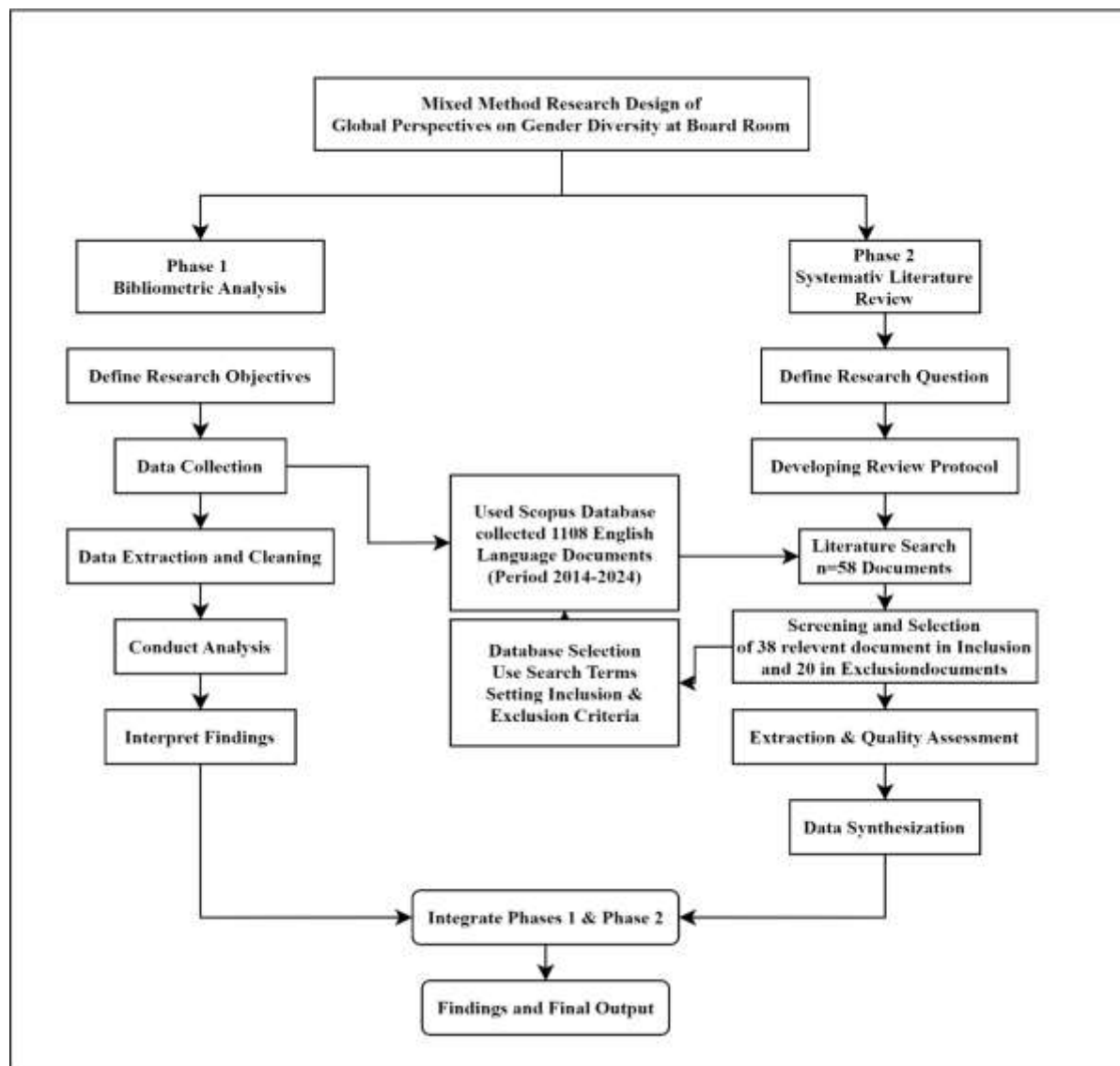


Figure 1 Source: Author's own work

Phase 1: Bibliometric Analysis

This phase aims to map the intellectual landscape of gender diversity at board, identifying major themes, prominent authors, and publication trends. Data was sourced from the Scopus database, obtained a dataset of 1,108 English language documents published between 2014 and 2024. These documents were drawn from 447 sources (including journals, books, and conference proceedings), showcasing an annual growth rate of 23.86%. The dataset included articles (984), book chapters (58), conference papers (29), and reviews (37), ensuring a comprehensive representation of the research domain. The data was cleaned and organized to facilitate a detailed bibliometric analysis comprising: Descriptive Analysis, Network Analysis, Thematic Content Examination, and Systematic Review This quantitative phase presents an empirical overview of the field, focusing influential journals, most cited publications, and global collaboration patterns, thereby enhancing the understanding of intellectual understanding of gender diversity research.

Phase 2: Systematic Literature Review

In this second phase, a qualitative analysis of the selected literature is provided. It starts by formulating specific research questions to guide the review process, ensuring alignment with the study's objectives. A comprehensive literature search was conducted using **Scopus database**, initially retrieving **58** relevant papers. These papers underwent rigorous screening using predefined inclusion and exclusion criteria:

- **Inclusion Criteria:** Focused on English-language publications published between **2014 and 2024** that explicitly examine gender diversity at the board, ensuring consistency with the research scope.
- **Exclusion Criteria:** Papers not meeting these criteria were excluded, resulting in a final selection of **38** eligible studies including 10 top-cited papers, while **20** papers were excluded.

These **38** studies were reviewed thoroughly for quality and relevance, allowing for the extraction of key findings. The review synthesised existing research outcomes.

Analysis Process Framework Mapping

For this study, the analysis process framework shown in Figure 2 provides a comprehensive approach to exploring global perspectives on gender diversity in boardrooms, integrating Bibliometric Analysis and Systematic Literature Review. A similar kind of research framework has been given by Baker et al, (2020) in their paper and we have worked according to that, so here we have generated this framework itself. The framework is systematically organized into four key components: Descriptive Analysis, Bibliometric & Network Analysis, Thematic Content Examination, and Systematic Review, each mapped to specific research questions to ensure a structured investigation.

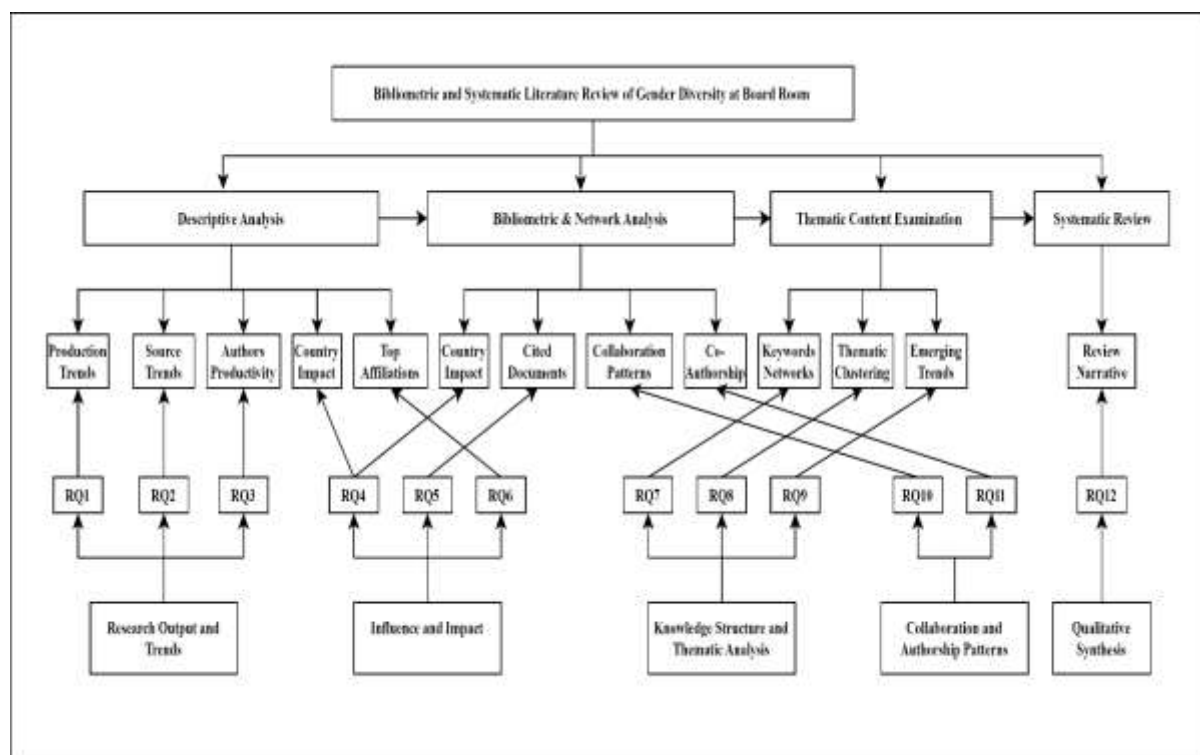


Figure 2 Source: Author's own work

1. Descriptive Analysis

This component focuses on mapping **Research Output and Trends** through three primary dimensions:

- **Production Trends (RQ1):** Examines annual scientific production to understand growth patterns and publication dynamics.
- **Source Trends (RQ2):** Analyses trends in sources' productivity and influence, highlighting leading journals and publication platforms.
- **Author Productivity (RQ3):** Investigates author contributions using Lotka's Law, identifying prolific authors and collaborative practices.
- **Country Impact (RQ4):** Assesses global contributions and citation influence, identifying leading countries in gender diversity research.
- **Top Affiliations (RQ6):** Maps influential institutions and their role in advancing the discourse.
- **Cited Documents (RQ5):** Highlights prominent studies shaping the field through citation analysis.

These analyses collectively provide a foundational overview of the research landscape, offering insights into the evolution of scholarly output on gender diversity in boardrooms.

2. Bibliometric & Network Analysis

This section delves into the **Influence and Impact** of scholarly contributions by examining:

- **Country Impact (RQ4):** Assesses global contributions and citation influence, identifying leading countries in gender diversity research.
- **Cited Documents (RQ5):** Highlights pivotal studies shaping the field through citation analysis.
- **Collaboration Patterns (RQ10):** Studies co-authorship networks to understand research collaborations and scholarly interconnectedness.
- **Co-Authorship (RQ11):** Maps co-authorship dynamics, revealing influential author clusters and

These analyses offer an in-depth view of intellectual influence, citation impact, and global research collaborations.

3. Thematic Content Examination and Systematic Literature Review

This component emphasizes **Collaboration and Authorship Patterns** and **Thematic Exploration** through: collaborative networks.

- **Keyword Networks (RQ7):** Utilizes co-word networks to explore thematic linkages and conceptual frameworks.
- **Thematic Clustering (RQ8):** Identifies research fronts and emerging clusters using factorial analysis and histograms.
- **Emerging Trends (RQ9):** Examines trends through word cloud representations, unveiling emerging themes and research directions.

4. Systematic Review

The final component, **Systematic Review**, provides a **Review Narrative (RQ12)** that synthesises qualitative insights, connecting the thematic analysis with existing literature. This phase contextualizes findings from the bibliometric analysis within the broader research domain, ensuring a cohesive narrative that integrates quantitative and qualitative dimensions.

Framework Integration and Research Questions Mapping

The framework effectively integrates all components, systematically addressing each research question while maintaining a logical flow. The mapping is as follows:

- **Research Output and Trends:** RQ1, RQ2, RQ3
- **Influence and Impact:** RQ4, RQ5, RQ6
- **Knowledge Structure and Thematic Analysis:** RQ7, RQ8
- **Collaboration and Authorship Patterns:** RQ9, RQ10, RQ11
- **Qualitative Synthesis:** RQ12

This strategic mapping ensures a holistic examination of the research domain, offering a multidimensional perspective on gender diversity in boardrooms. The framework not only enhances methodological rigour but also enables a systematic exploration of research patterns, intellectual influence, and thematic developments.

Synthesis of Findings

The final phase is a synthesis of the insights from the two phases to create a comprehensive understanding of the field of study. The quantitative evidence obtained from the bibliometric analysis is combined with the qualitative themes identified in the systematic review. The synthesis provides a delicate perspective on gender diversity in the boardroom, revealing unexplored areas, such as regional inequality, industrial-specific dynamics and methodological innovation. This study not only strengthens current knowledge but also highlights important research areas and future research.

Findings and Discussion

Research Question	Relevant Headings
RQ1: How has the annual scientific production evolved throughout the time in the field?	Annual Scientific Production
RQ2: What are the trends in sources' production over time, and according to Bradford's Law which sources are most influential?	Most Relevant Source, Core Sources by Bradford's Law, Sources' Production over Time
RQ3: In this field of study, how does author productivity align with Lotka's Law?	Most Relevant Authors, Author Productivity through Lotka's Law
RQ4: Which countries are the leading contributors to scientific production, and which countries get the most citations worldwide?	Country Scientific Production, Most Cited Countries
RQ5: What are the most globally cited documents, and how have they influenced the research landscape?	Most Global Cited Documents
RQ6: Which affiliations are the most relevant in contributing to scientific production?	Most Relevant Affiliations
RQ7: What are the most relevant words, and how are they interconnected in co-word networks?	Most Relevant Words, Word Cloud, Co-word Net
RQ8: What thematic clusters and research fronts are revealed through factorial analysis and histograms?	Factorial Analysis, Histogram
RQ9: How does the word cloud representation provide insights into key topics and emerging trends?	Word Cloud
RQ10: What are the patterns of collaboration among authors and institutions?	Collaboration Network, Three Field Plot
RQ11: How does the collaboration network illustrate the interconnectedness and co-authorship dynamics within the research community?	Collaboration Network

Table 2 Source: Author's own work

Annual scientific production

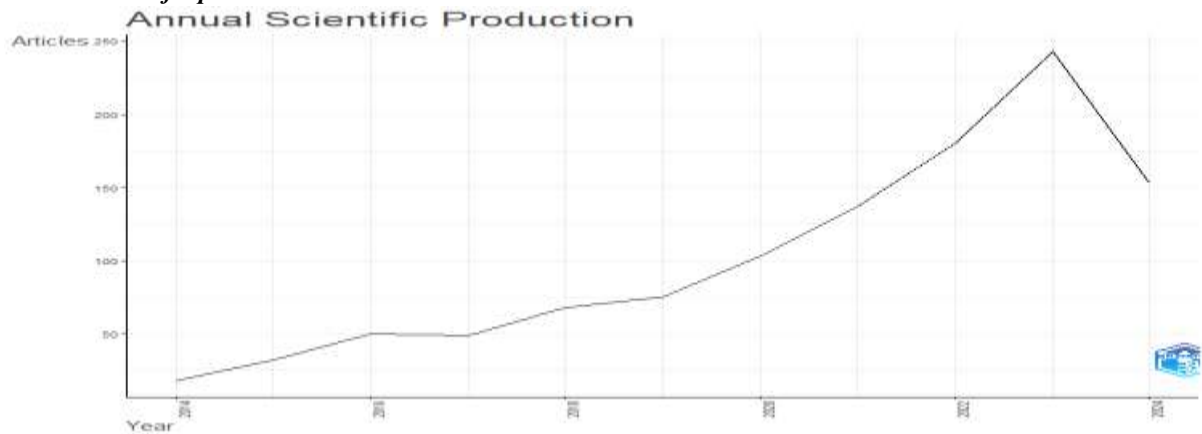


Figure 3

Based on the data, there is a clear upward trend in research articles on the topic from 2014 to 2023, with a peak of 243 articles in 2023. The growth was particularly significant after 2020, indicating an increasing scholarly focus. However, there is a slight decline in 2024 to 153 articles, suggesting a possible saturation or shift in research focus.

Three field plot

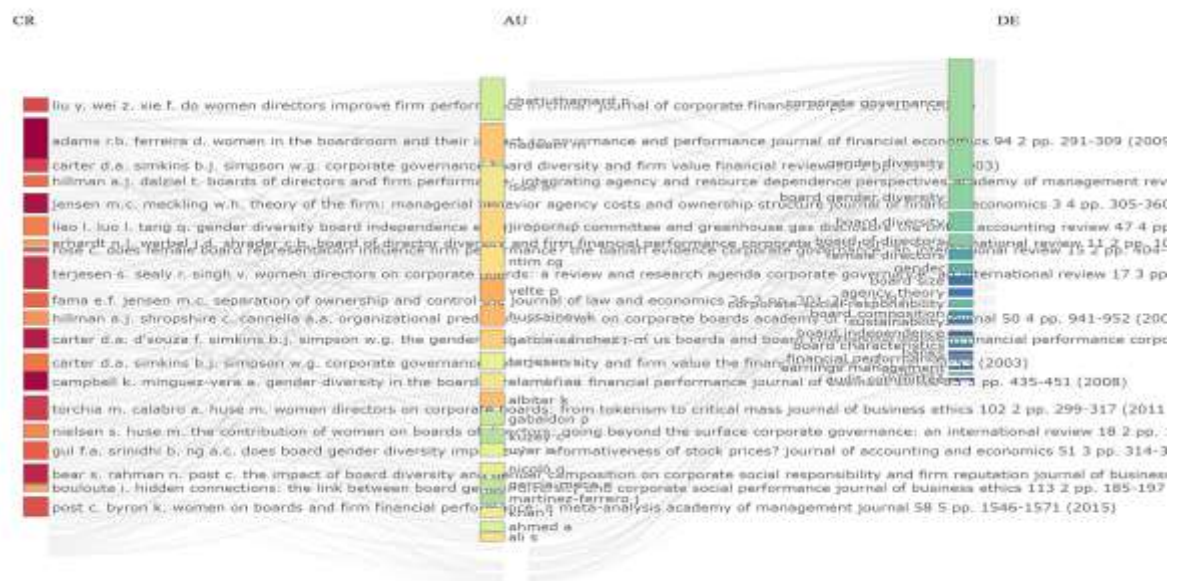


Figure 4

The visualization in Figure 4 shows the most cited references (CR), leading authors (AU) and major research domains (DE) related to gender diversity in the boardroom. Important studies dominate this area, such as Liu et al.'s work on women directors and firm performance, and Adams et al.'s analysis of women in the boardroom. Topics frequently cited as key topics include corporate governance, gender diversity, board independence and firm performance. The contributions of authors and journals illustrate the interdisciplinary nature of this research area.

Most Relevant Source

Sources	Articles
Corporate Governance (Bingley)	66
Sustainability (Switzerland)	33
Journal of Business Ethics	28
Corporate Social Responsibility and Environmental Management	27
Gender in Management	25
Cogent Business and Management	22
Corporate Governance: An International Review	22
Business Strategy and The Environment	19
International Journal of Accounting and Information Management	18
Journal of Financial Reporting and Accounting	13

Table 3

According to the data given in Table 3, the Majority Of Articles On Gender Diversity In Boardrooms Are Published In Leading Journals Like *Corporate Governance (Bingley)* (66 Articles), Followed By *Sustainability (Switzerland)* (33 Articles) And The *Journal Of Business Ethics* (28 Articles). Journals Such as *Corporate Social Responsibility And Environmental Management* (27 Articles) And *Gender In Management* (25 Articles) Also Contribute Significantly, reflecting the interdisciplinary nature of this research, which spans corporate governance, sustainability, ethics, and management.

Core Sources By Bradford's Law

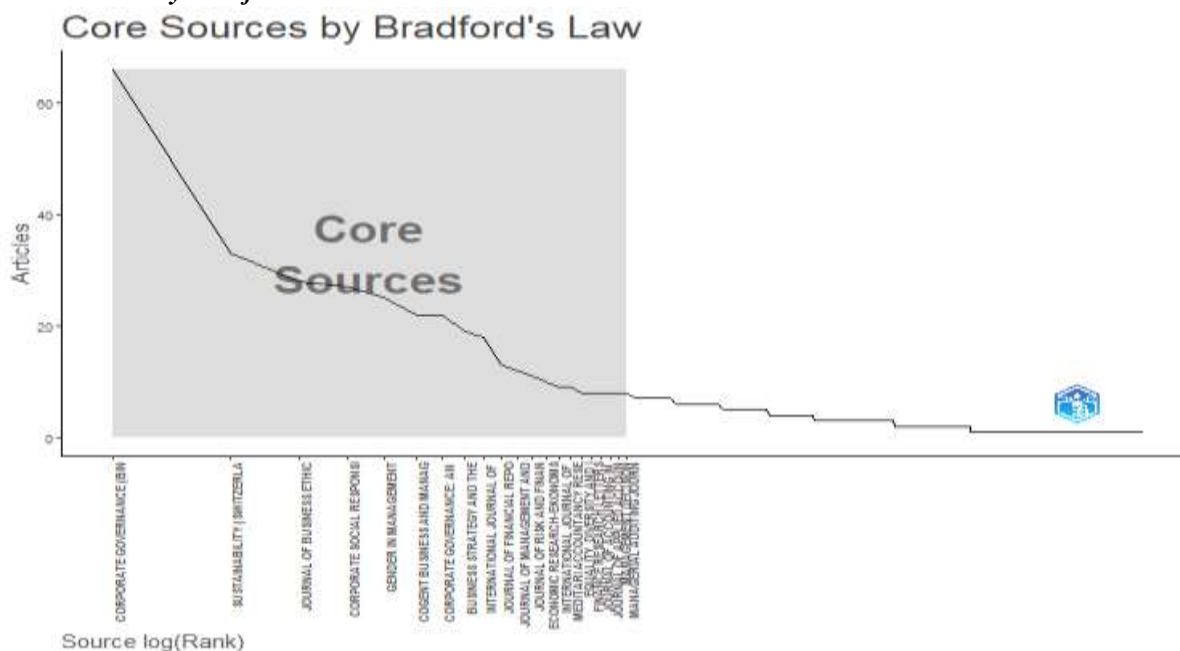


Figure 5

According to the ranking revealed in Figure 5 journals like *Corporate Governance (Bingley)*, *Sustainability (Switzerland)*, and *Journal of Business Ethics* dominate Zone 1, accounting for the highest frequency of articles on gender diversity in boardrooms. With cumulative frequencies building steadily, Zone 1 consists of 21 influential journals, showcasing a diverse range of academic contributions in corporate governance, sustainability, ethics, and financial management. This distribution emphasises how important interdisciplinary journals are in influencing the disclosures about gender diversity in leadership.

Sources' Production over Time

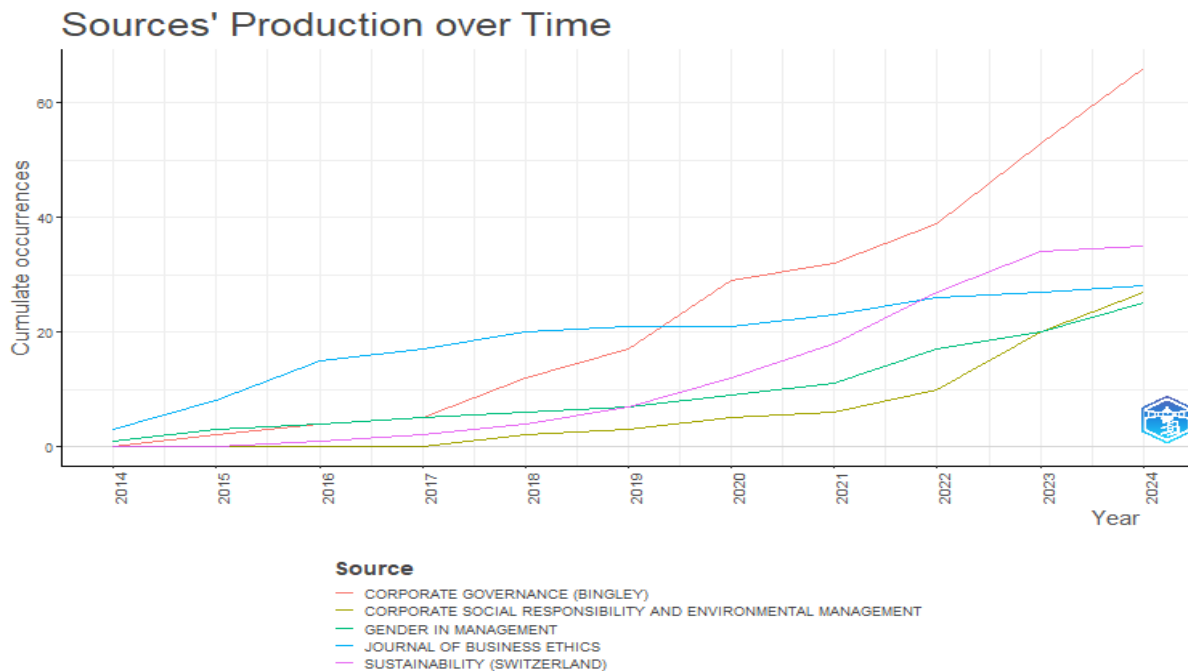


Figure 6

The data in Figure 6 shows that over the years, gender publications have increased in key journals. *Corporate Governance (Bingley)* shows the most significant growth, rising from 0 articles in 2014 to 66 in 2024, indicating its dominance in the field. Similarly, *Sustainability (Switzerland)* and *Gender in Management* reflect consistent growth, reaching 35 and 25 articles, respectively, by 2024. While *Journal of Business Ethics* and *Corporate Social Responsibility and Environmental Management* exhibit smaller but steady increases, their output has stabilised in recent years. This trend highlights interdisciplinary concerns about gender diversity in corporate leadership.

Most Relevant Authors

Authors	Articles	Articles Fractionalized
Velte P	12	10.3333333
Hussainey K	9	2.8333333
Albitar K	8	2.5
Nadeem M	8	4.3166667
García-Sánchez I-M	7	2.0333333
Jiraporn P	7	1.7833333
Ntim Cg	7	1.7833333
Ali S	6	1.7833333
Elamer Aa	6	2
Issa A	6	2.1166667

Table 4

The data in table 4 revealed the most significant contributors. *Velte P* emerges as the most prolific author with 12 articles (10.33 fractionalized), indicating a substantial contribution to the field. Other leading authors include *Hussainey K* (9 articles) and *Albitar K* (8 articles), although their fractionalized contributions are lower, suggesting collaborations on multi-author

works. Authors like *Nadeem M* and *García-Sánchez I-M* also show key engagement, highlighting a diverse group of researchers actively shaping the discourse in this field. Fractionalized values shows shared authorship trends within the field.

Author Productivity through Lotka's Law



Figure 7

Instead of the commonly accepted inverse square law, Lotka's original formulation was based on a more general inverse power law: $x^n \cdot y = c$. The exponent and the constant must be estimated from the given set of author productivity data (Pao, 1985). The data figure 7 demonstrate in figure that the majority of articles on gender diversity in boardrooms are authored by a single author (2018 articles, 82.07% of the total). Collaborations with two authors are also common, comprising 12.57% of articles. With the increase in the number of authors, multi-authored contributions decrease significantly, with only 5% of articles jointly authored by three or more authors. This distribution indicates that while single-author studies dominate, collaborative efforts are steadily contributing to the research field.

Most Relevant Affiliations

Affiliation	Articles
Dongbei University of Finance and Economics	32
University of Portsmouth	18
Jiangsu University	17
University Utara Malaysia	17
University of Malaya	17
Bucharest University of Economic Studies	16
Griffith University	16
University Teknologi Mara	16
University of Southampton	16
The University of Lahore	15

Table 5

The data in Table 5 highlights the leading academic affiliations contributing to research on gender diversity in boardrooms. *Dongbei University of Finance and Economics* leads with 32 articles, reflecting its prominent role

in this area. Universities such as the *University of Portsmouth* (18 articles), *Jiangsu University*, *Universiti Utara Malaysia*, and the *University of Malaya* (each with 17 articles) are also significant. Institutions from diverse regions, including Europe, Asia, and Australia, like *Bucharest University of Economic Studies* and *Griffith University*, explained this research field's interdisciplinary nature and global interest.

Country Scientific Production

Country Scientific Production

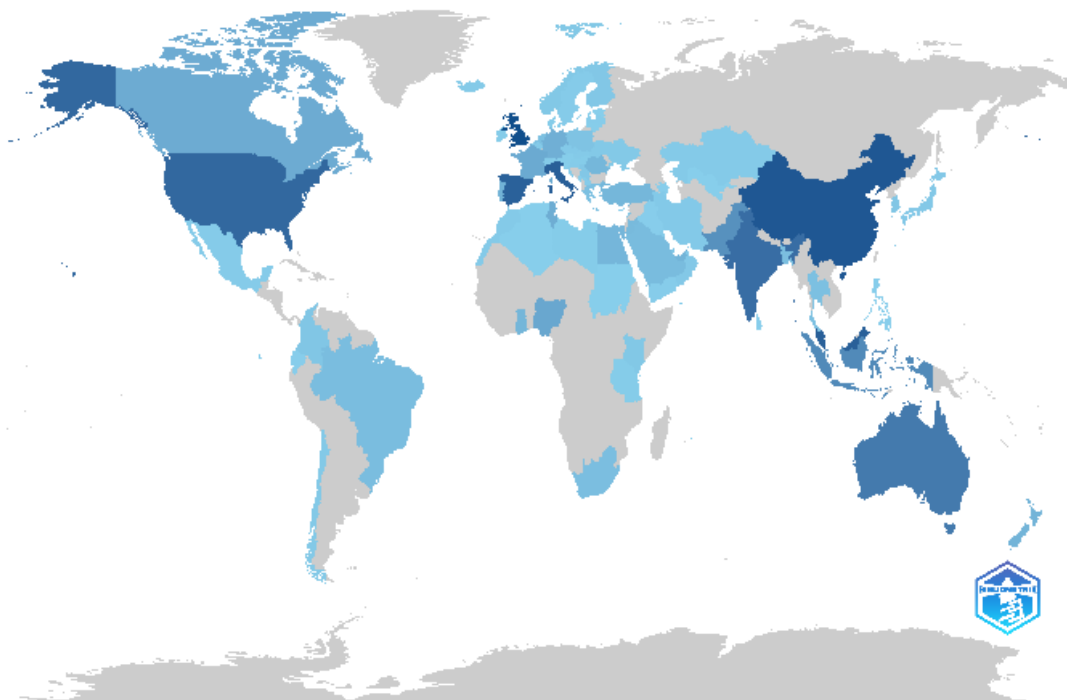


Figure 8

In figure 8, This data highlights the regional distribution of studies on gender diversity in conference rooms, with the UK as the leader with 236 publications, followed by China (217), Italy (202) and Malaysia (201). Other countries such as Spain (199), the US (185), and India (174) also showed significant participation. So far, with the UK and developed regions such as the US dominating the field, emerging markets, particularly Asia and Africa, will contribute to the discourse on gender diversity in corporate governance.

Most Cited Countries

Country	TC	Average Article Citations
Australia	2851	59.4
Usa	2562	42
United Kingdom	2298	32.4
China	1901	32.2
Spain	1797	30.5
Italy	1281	24.2
Canada	1141	47.5
Germany	903	39.3
France	763	40.2
Malaysia	615	11

Table 6

The data in Table 6 shows that Australia leads in total citations (TC) with 2,851, reflecting the country's significant contribution to research on gender diversity in boardrooms. The United States and the United Kingdom ranked second with 2,562 and 2,298 citations respectively, with the United States' estimate (42) being higher than the United Kingdom's 32.4. China and Spain also have notable citations, but articles against them have lower average citations, particularly in China (32.2). Malaysia, contributing 615 articles, averages 11 citations per article, reflecting a lack of impact or potentially less recognition for its field research.

Most Global Cited Documents

Paper	DOI	Total Citations	TC Per Year	Normalized TC
Liao L, 2015, Br Account Rev	10.1016/J.Bar.2014.01.002	866	78.7272727	8.8086459
Rao K, 2016, J Bus Ethics	10.1007/S10551-015-2613-5	567	56.7	5.8707807
Ben-Amar W, 2017, J Bus Ethics	10.1007/S10551-015-2759-1	562	62.4444444	8.4498312
Terjesen S, 2016, J Manage Gov	10.1007/S10997-014-9307-8	445	44.5	4.6075792
Shaukat A, 2016, J Bus Ethics	10.1007/S10551-014-2460-9	409	40.9	4.2348312
Cucari N, 2018, Corp Soc Responsib Environ Manage	10.1002/Csr.1452	373	46.625	8.3351955
Byron K, 2016, Corp Gov: Int Rev	10.1111/Corg.12165	362	36.2	3.7481880
Terjesen S, 2015, J Bus Ethics	10.1007/S10551-014-2083-1	352	32	3.5804195
Glass C, 2016, Bus Strategy Environ	10.1002/Bse.1879	345	34.5	3.5721681
Haque F, 2017, Br Account Rev	10.1016/J.Bar.2017.01.001	320	35.5555555	4.8112918

Table 7

Table 7 presents influential papers about gender diversity at board, with high citation totals. Liao's (2015) paper in *BR Account Rev* leads with 866 citations, demonstrating an impressive normalized TC of 8.81, indicating a high impact relative to publication time. Rao (2016) and Ben-Amar (2017) follow closely, both in *J Bus Ethics*, with 567 and 562 total citations, respectively, and strong normalized TCs (5.87 and 8.45). The average citation rates per year are also distinctive, especially by Terjesen (2016) and Cucari (2018), indicating sustained academic interest about gender diversity. These papers focused on core contributions to the field.

Most Relevant Words

Words	Occurrences
Governance Approach	46
Sustainable Development	39
Corporate Strategy	38
Corporate Governance	32
Gender Diversity	30
Sustainability	28
Gender	22

The data in Figure 11 indicates a steady upward trend in the frequency of research themes related to gender diversity in boardrooms for several years. "Governance approach," "sustainable development," and "corporate strategy" show significant growth, peaking in 2024 at 46, 39, and 38 occurrences, respectively. Research on "gender diversity" and "corporate governance" has steadily increased, highlighting academic interest in these areas. The increase in terms such as "regression analysis" and "corporate social responsibility" intends to underline the quantitative and ethical aspects of management. The focus on "gender relations" and "sustainability" emphasises the social and environmental priorities developing in governance research.

Trend Topics

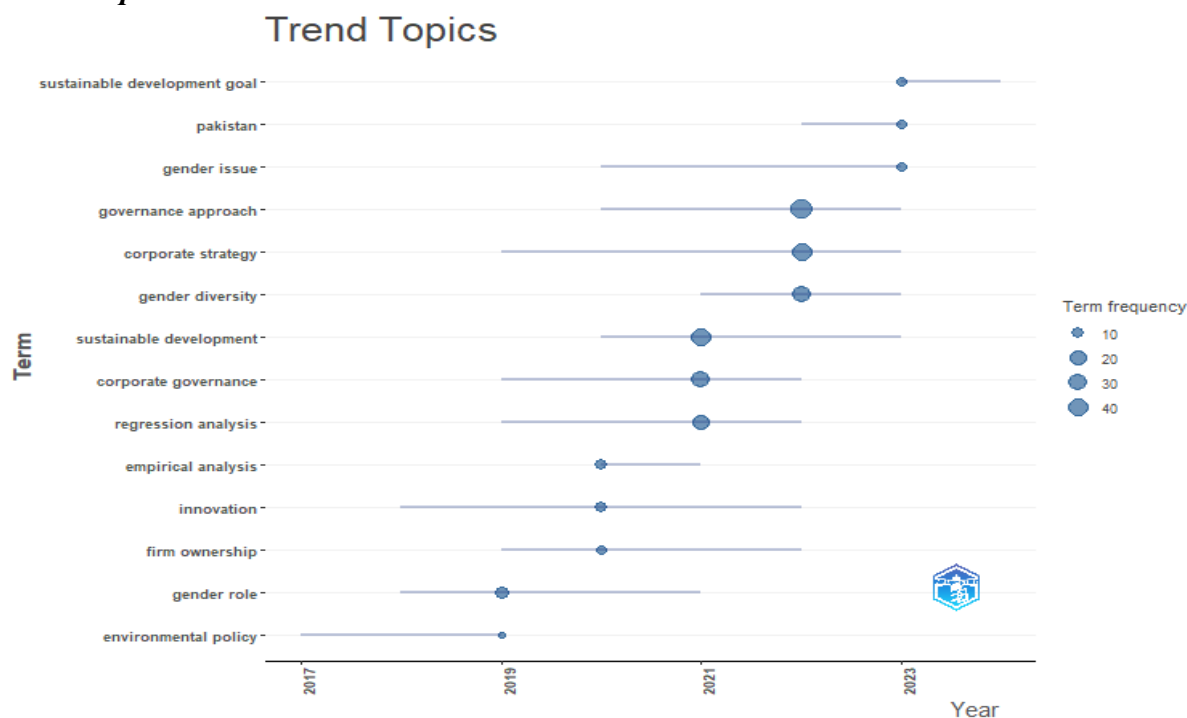


Figure 12

The temporal analysis of terms in Figure 12 highlights the evolution of key themes in research on gender diversity and governance. "Governance approaches" (46) and "sustainable development" (39) are cited most frequently. "Gender diversity" (30) and "business governance" (32) show similar trends, becoming increasingly important from 2019 to 2023. New themes such as the "Sustainable Development Goals" and "gender issues" reached a high frequency between 2023 and 2024, reflecting recent changes toward global and gender-focused sustainability agendas. This timeline highlights the increased convergence between governance, gender roles and sustainability over the past decade.

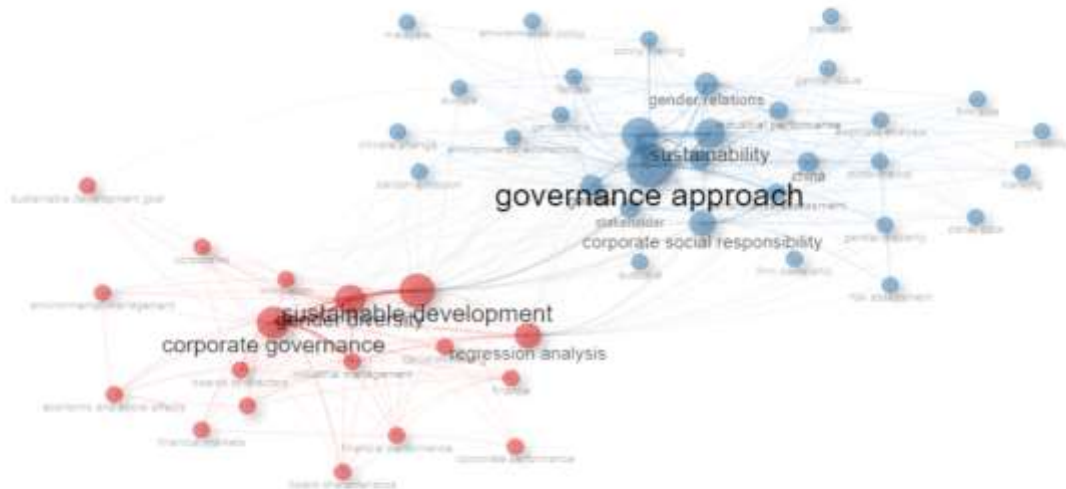


Figure 13

The network analysis shows "governance approach" as the most central term across all metrics, with the highest betweenness (219.52), closeness (0.0159), and PageRank (0.0744), underscoring its important role in linking other concepts. Key terms like "sustainable development" and "corporate strategy" also rank highly, reflecting their importance in the intersection of governance and gender diversity. "Gender diversity" shows moderate influence (betweenness: 58.30) compared to sustainability themes, but related terms such as "gender relations" and "corporate social responsibility" depicting a growing attention to social factors. Environmental topics like "climate change" and "carbon emission" have lower centrality, indicating a secondary but emerging focus in this field.

Factorial analysis

The MCA (Multi-Component Analysis) reveals a single cluster of keywords centred around corporate governance, sustainability, and gender diversity. Key terms such as "corporate governance," "boards of directors," "financial performance," and "gender diversity" demonstrate a strong thematic alignment with governance practices and performance results. Emerging topics like "climate change," "policy-making," and "stakeholder engagement" focus on growing attention to sustainability and social issues in governance. Main documents with significant contributions come from journals like *Business Strategy and the Environment* and *Sustainability*, highlighting the influence of interdisciplinary research in linking governance, gender, and environmental concerns.

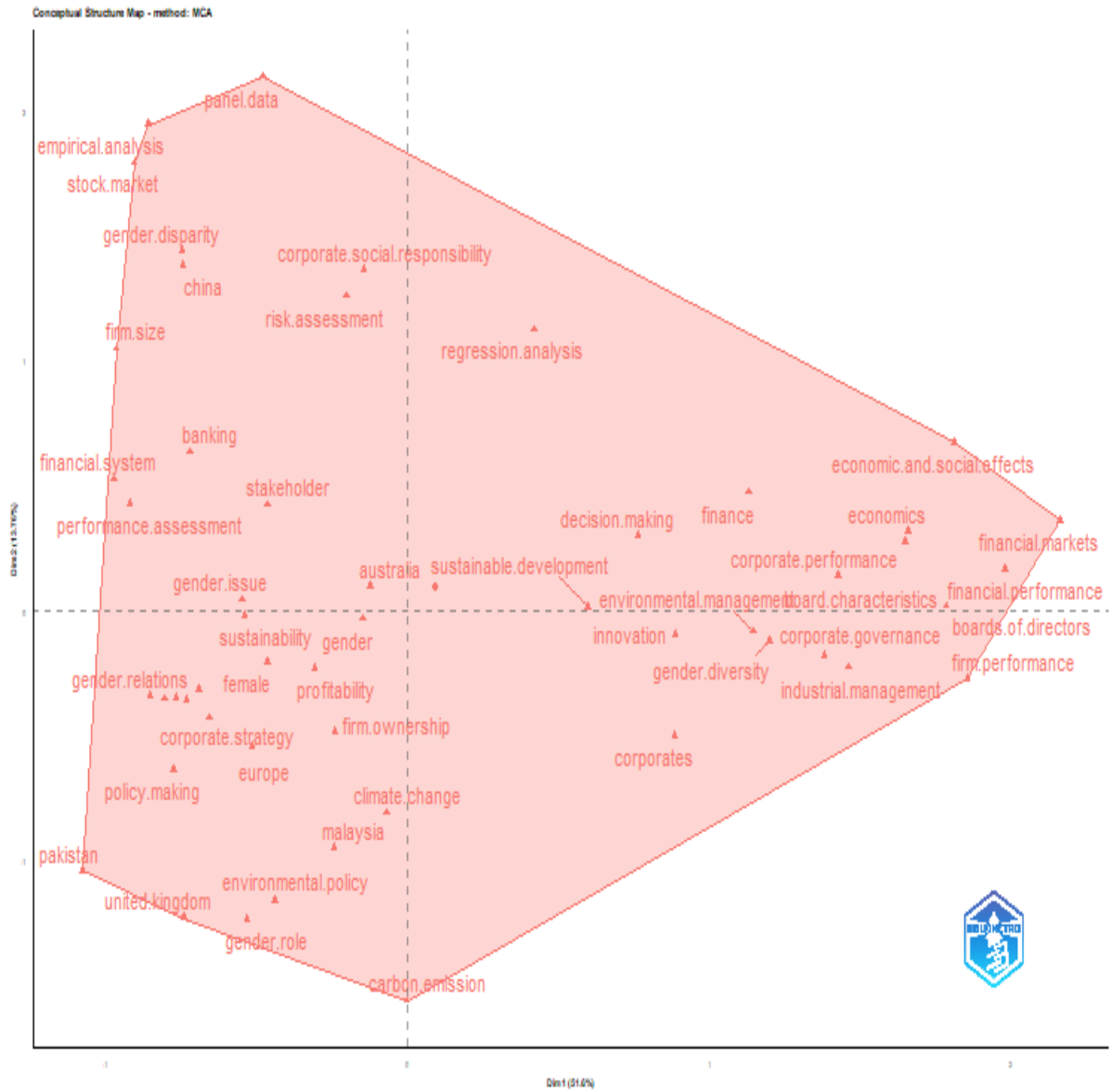


Figure 14

Dendrogram and clustering

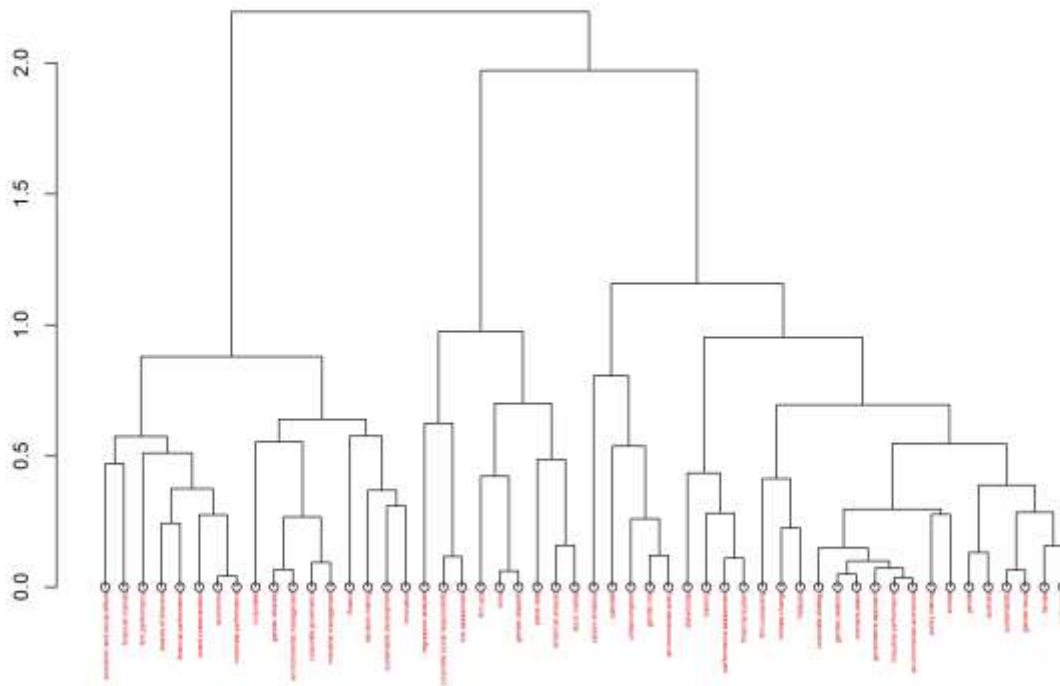


Figure 15

The dendrogram shows how important concepts about gender diversity in boardrooms are grouped together from a global viewpoint. It demonstrates how closely similar subjects are clustered together, demonstrating how research areas are interconnected. Larger separations draw attention to different study streams, whereas shorter branches indicate significant thematic linkages. This hierarchical structure offers a thorough overview of the state of gender diversity at the board level for assisting in the identification of significant trends and gaps in the literature.

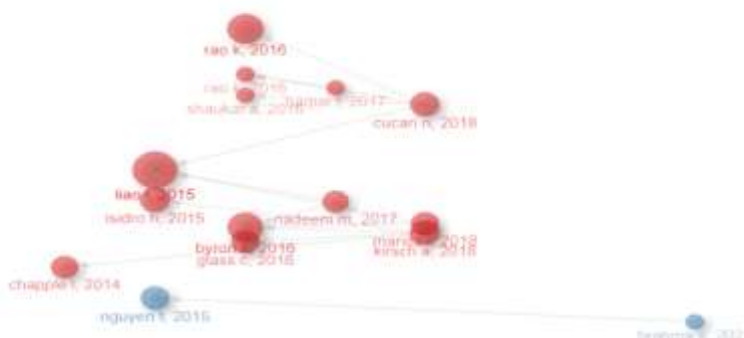


Figure 16

The dataset in Figure 16 shows two major research groups. One focuses on gender diversity's impact on corporate governance, financial performance, and firm value, while the other seeks its role in "ESG and sustainability practices". Liao et al. (2015) on GHG disclosure and Rao et al. (2016) on CSR reports, highlighting the importance of board diversity in these areas. New topics include ESG metrics and carbon performance, differences in geographical context (e.g., India, Africa) and methodologies (e.g., advanced modeling). These insights highlight gaps in gender diversity, management and sustainability enhancement.

Collaboration network

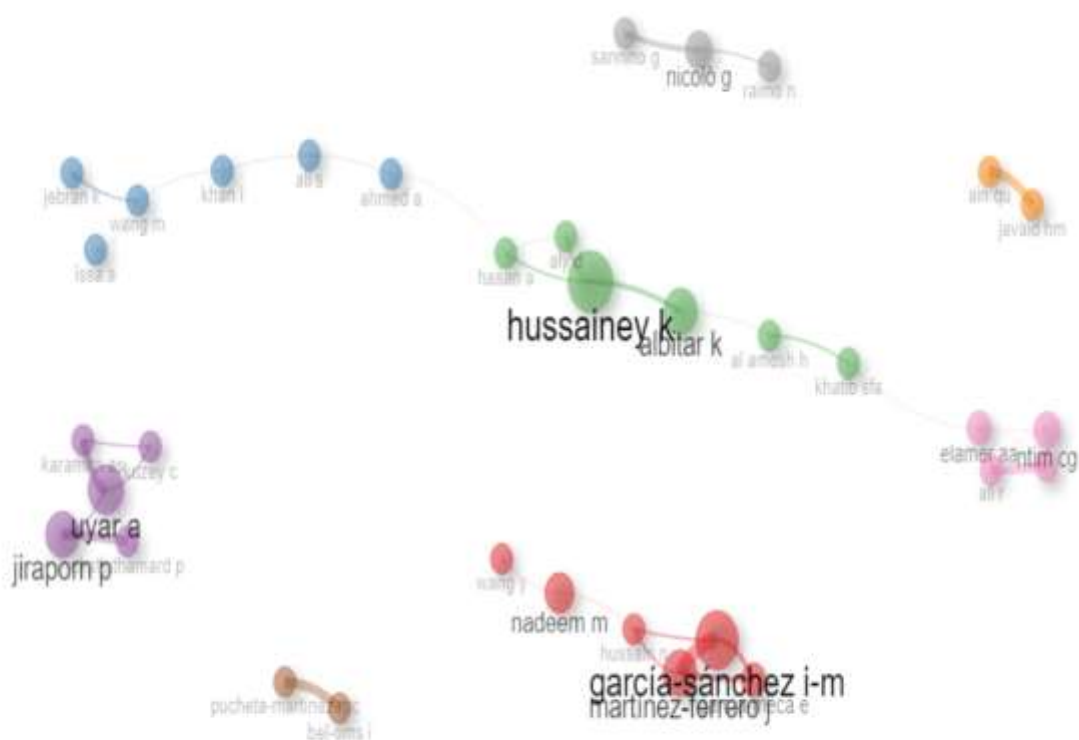


Figure 17

Author collaboration reveals seven distinct clusters based on the walktrap algorithm, which emphasizes different levels of centrality and influence. Prominent authors such as Ali S and Hussainey K display high betweenness centrality, reflecting their important role in combining different fields of study. Notable authors in smaller, focused clusters, such as Ain QU and Javaid HM, demonstrate maximum closeness, indicating tight-knit collaborations within niche fields. High PageRank scores for authors like Wang M and Hussainey K reflect their prominence and influence within the network. This analysis highlights structural diversity and relationships in the field of research on gender diversity and corporate governance.

Impact on Corporate Performance and Governance

The impact of gender ethnicity on company performance has always been the focus of academic research. A meta-analysis by (Post and Byron 2015) revealed a positive relationship

between female board representatives and financial results, especially in markets with strong shareholder protection. This impact is attributed to increased board independence and strict supervision (Carter et al., 2003). In addition, female directors prefer ethical practice and social responsibility, which may affect the dynamics of corporate governance (Bernardi et al., 2009).

Regional Variations in Gender Diversity Trends

Gender diversity trends in different sectors are driven by very different cultural norms, regulatory structures and economic contexts. In Europe, legislation on quotas has become increasingly relevant with respect to female board representation (Labelle et al., 2015). In contrast, progress has been slower in Asia due to cultural norms and limited regulatory interventions (Liu et al., 2014). In North America, activism and voluntary initiatives contribute to gender diversity, which reflects a market-driven approach (Hillman et al., 2007). This regional disparity emphasizes the need to contextualize gender diversity strategies to the local environment.

Institutional Investors' Role in Promoting Gender Diversity

Institutional investors increasingly influence the gender diversity of company boards of directors through the power of their shareholding. Activist investors, such as pension funds and asset management companies, support gender diversity as part of their environmental, social and governance (ESG) agenda (Goranova and Ryan, 2014). Studies show that significant institutional companies are more likely to have diverse board in line with sustainable governance practices (Harjoto et al., 2018). This growing pressure from institutional investors emphasizes the strategic importance of gender diversity in aligning corporate governance with investor values.

Challenges and Barriers to Achieving Gender Parity

Despite progress, due to structural and cultural barriers achieving gender parity in corporate boards remains challenging. The 'pipeline problem' limits the pool of female board candidates characterized as a lack of women in senior management positions, (Terjesen & Singh, 2008). Additionally, stereotypes and biases regarding leadership capabilities hinder women's board appointments (Eagly & Carli, 2007). These difficulties demand focused interventions, like mentorship programs and leadership development activities, to promote a more inclusive boardroom culture.

Theoretical Perspectives on Gender Diversity in Boards

Several theoretical frameworks have been used to examine the effects of gender diversity on corporate boards: resource dependence theory suggests that diverse boards give access to wider networks and resources, improving strategic decision-making (Hillman et al., 2002); social identity theory highlights the role of group dynamics and biases, influencing board interactions and decision outcomes (Tajfel & Turner, 1986); and agency theory indicates that gender-diverse boards improve monitoring effectiveness, lowering agency costs (Carter et al., 2010). These viewpoints provide a thorough comprehension of the complicated implications of gender diversity.

Conclusion

The bibliometric analysis and systematic review investigation of 11,108 documents published between 2014 and 2024 demonstrate the significant evolution of gender diversity and scholar's interest in corporate board rooms. The study reveals an upward trajectory reaching a peak of 243 articles in 2023, reflecting the main contributions from institutions in the UK, China, and Italy. The prominence of journals like *Corporate Governance* (Bingley) and *Sustainability* (Switzerland) underscores the interdisciplinary nature of this field, bridging corporate

governance, sustainability, and social responsibility. Author collaboration networks reveal seven distinct clusters, with influential scholars like Velte P and Hussainey K playing pivotal roles in shaping the discourse. The thematic analysis identifies two major research streams: One focuses on the impact of gender diversity on corporate governance and financial performance, while the other explores its role in ESG and sustainability practices. The most cited works, including Liao's 2015 study (866 citations) and Rao's 2016 research (567 citations), highlight the significant impact of board diversity on corporate results. Regional variations in gender diversity implementation persist, with European countries showing faster progress due to quota legislation, while Asian markets demonstrate slower advancement owing to cultural and regulatory factors. Notable research gaps include limited studies in emerging markets, insufficient exploration of regional variations, and more sophisticated methods. The findings suggest that progress has been made in the understanding and implementation of gender diversity in boardrooms, but continued research is necessary to address persistent challenges and explore emerging themes at the intersection of governance, sustainability, and social responsibility. This thorough mapping of the intellectual landscape provides valuable information for academics, political decision-makers, and business leaders to work toward more inclusive governance structures.

Limitation as well Future Scope

Based on the research analysis, research into gender diversity in the boardroom has some major limitations and opportunities for future research. Current limitations include methods that rely on quantitative approaches, geographic biases towards developed markets, limited access to comprehensive board-level data, and a narrow focus on large listed companies. Future research opportunities would be to develop more sophisticated analytical models, deeper research in emerging markets, and examine gender diversity objectives alongside ESG considerations. diversity. There are important application areas to explore how gender-diverse boards affect crisis management, stable planning and strategic decision-making. In addition, further studies should focus on developing a wider range of performance indicators other than financial indicators, assessing the efficiency and understandability of different quota systems in different contexts. Addressing these gaps through longitudinal studies, mixed methods approaches and cross-cultural comparisons will improve our understanding of the role of gender diversity in corporate governance and its broader societal implications.

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