



Analyzing the Corporate Mindset on Women Board Membership

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Abstract. The development of corporate governance's efficacy has elevated in importance in light of the current global economic climate and several company scandals. The composition of a board has a significant impact on its efficacy. This study analysed the roles, experiences, and expectations of male CEOs in male-dominated corporate boards from businesses in various industries with relation to female board membership. This study looks at the significant and evaluative factors that are harder to scientifically measure but are connected to how much women are now encouraged to aspire to board membership in the future. We examine the research on gender diversity on boards and its effects on corporate governance in the first section. The study questions are presented in the next section, which is followed by a description of the survey technique employing tropes. a powerful text analysis for distilling texts down to their core. The last part summarizes the findings and proposes topics for more investigation.

Keywords: Corporate Governance, Mindset of Women, Efficiency and Diversity.

1 Introduction

Recent corporate scams with fraudulent activities draw attention to a systematic issue that, in our opinion, can be resolved by carefully choosing the composition of company board members and higher positions, ensuring no dependency, and reach out to people with varied profiles, expertise, and equality of gender, as found by Sheridan and Milgate (2005). Promotion of qualified and experienced women may result in a more independent board and better oversight. The female movement of the 1960s and 1970s coincided with the development of research on gender diversity, and the tendency is still on the rise in the social sciences. It has been demonstrated in several instances that women have begun to actively participate in leadership roles and on boards, significantly influencing corporate governance.

2 Literature Review

Decision in corporation is made by only those with the greatest prospects and system should make sure that it happens in a systematic way and these people are entrusted with governance and administration of the corporate [2]. Divergent viewpoints exist regarding the reasons for women's underrepresentation in different professions, variety of corporate, or industrial and economic units, especially at top level leadership or as entrepreneurs [12] despite the fact that a large body of research, mostly in the literature, has been done on women's roles in society and, more specifically, on advancing gender equality in the workplace.

Making ensuring that only individuals with the best prospects are given decision-making authority is the responsibility of a corporate governance structure [21]. Several investigations are heightened women's role in society, particularly with regards to promoting gender equality in the workplace. However, different viewpoints exist regarding the reasons behind the underrepresentation of women in various professions, business types, and sectors of the economy, especially in senior leadership positions or as entrepreneurs [7].

Although there has already been significant progress made in several areas toward gender equality, there is still need for development in the area of family protection. Article 94 of the Polish Labour Code is extremely significant since it forces companies to treat women and men equally and forbids sexual harassment and discrimination. Companies are required to advise employees about rights and disclose the information and made it available for the public. The appointment of a firm employee with the authority and responsibility to monitor workplace dispute is mandated by European standards. 62% of major corporations and 71% of small and medium-sized businesses already uphold the legislation.

One of the main points made by professor Kantner of the Harvard Business School was that the top management would ensure that a marginal had stimulus over the majority by using the targeted 35% percentage of women. When making decisions, the basic notion in western studies reveal that, if gender diversity of board members is desired, inputs from the members of the board with varied experience and extensive knowledge needs to be considered [8].

Demographic factors, can aid in the facilitation of strategic decision-making [4]. In certain cases, this can lead to improved company performance and company success as determined by conventional performance indicators like profit, profit margin, EBIT, ROA, ROE, ROI [8] or workforce size [9]. According to [10], a strategy's execution is just as important to its success as its conception, meaning that focusing just on top management is limiting and not only that proper strategy implementation plays a great role in the success of businesses.

When compared to the average member of the European Union, Romania has a favorable situation when it comes to the proportion of women on corporate boards. In the year 2000, Romania was one of the first nations to implement codes of governance of the corporation [11]. Unfortunately, ineffective legislation and poor corruption control are to blame for the inefficiency.

Australian corporate houses shown male dominate boards in the company directors boards with firms registered with stock exchange, with women having leadership roles in a percentage of only 11%, which has decreased since 2008 [15]. Austria has taken steps to motivate women in company boards and implemented action plans to enforce it through a corporate governance code [9].

Many businesses in Germany responded negatively to the adoption of a reservation for women's participation on company boards [2].

The decision of German firms was viewed as negative influence and impact on the autonomy of the corporations. They agreed that a quota for female representation on boards should be flexible rather than strict. Spain knew how to respond by enacting a law requiring businesses to explain why the number of female employees is so low or nonexistent.

The causes of the low depiction of women on corporate boards of directors have not received enough attention in empirical studies of corporate governance. [6] list lack of desire, experience, and dedication as causes. It's crucial to understand how women can actively participate on boards and stimulus the actions [9] by using analytical and tactical skills, negotiations and discussion and meaning full dialog process, all of which help to improve the monitoring of the company's overall operations [1].

A firm's sales and earnings will increase as a result of having employees with a variety of traits who bring to the table varied viewpoints and knowledge of the market, boosting company share. Additionally, different personnel may come up with unique but superior answers to the company's numerous difficulties. This represented a significant advance for working women.

Companies with a solid reputation for managing diversity will attract and retain great people without restricting their options. Diversity in the workforce will promote employee identification with the corporate culture, motivation levels, and performance levels.

3 Methodology

The study's primary goal is to compare the data gleaned from the literature research with the in-depth answers provided by board members. We were interested in learning thinking patterns of directors' gender composition in the board. How can they encourage women's participation at the leadership level in the board to boost diversity in the board? The interview's questions, which served as the foundation for debate, were

Can you share some helpful advice for women applying for directorships?

1. What has been motivated to you to be part with boards which consists of female directors?

2. What makes it unique? Does the presence of female directors alter the dynamics?

3. In what ways might policymakers promote more women participation on boards?

3.1 Research Objective

Despite informal discussions evolving during the interview process and the addition of new, complementing topics, the chosen interview questions remained the same. Our main source of data came from 16 CEOs of publicly traded and privately held businesses from around the world who participated in interviews conducted by the International Finance Corporation (IFC) and shared their perspectives on the major contribution that women make to corporate decision-making. Attempting to record women's impact in obtaining official board seats, A detailed investigation of male CEOs were conducted with varied backgrounds of different business and age groups, academic background and experience.

This method provides useful insights into the profiles of CEOs by serving as a starting point for finding common traits linked to male CEOs who strive to contribute to the diversity of their boards. The data from the qualitative interviews are shown in Table 1. Education is important since knowing strategic direction and resource allocation are requirements for board membership. Therefore, it seems sense that most managers hold a graduate and post graduates, doctoral degrees in business management, law, or a related field, with a few of them having earned their degrees while overseas.

Interviews were undertaken solely with male board members who have a minimum of 20-40 years of expertise. Experience on many company boards, ranging from finance to logistics, contributes a greater degree of abilities necessary for successful governance by preventing a unidimensional approach.

The managers' perspectives on the experiences they have had with female directors on their boards are divided as follows. The majority of them, particularly those from nations that have a better history of adopting diversity on boards, indicated having quite a bit of experience. The perception that persisted was mostly favourable. Managers talked about the experience with women board members, and some managers are said by passage to time experience can be enhanced in the job.

Table 1. Country of Origin of the interviewees'

S.No	CEOs Name	Country of Origin
1	Gilberto Mifano	Brazil
2	Peter Dey	Canada
3	Zhang Shude	China

4	Ashraf Gamal	Egypt
5	Christian Strenger	Germany
6	Jaspal Bindra	India
7	Nasser Saidi	Lebanon
8	Patrick Zurstrassen	Luxembourg
9	Paul Chang	Malaysia
10	Zaffar Khan	Pakistan
11	Mervyn King	South Africa
12	Lars Thunell	Sweden
13	Yilmaz Argüden	Turkey

Source: own elaboration based on data gathered from IFC.

Because dynamics (Mathisen, Ogaard, & Marnburg, 2013) may help establish and sustain a successful board, it is important to comprehend how the inclusion of women has changed how board members interact with one another.

4 Analysis and Discussion

Most managers observed significant, positive changes in the dynamics of boards. Women are lauded for contributing significantly by voicing their opinions throughout longer, more fruitful, and involved talks. Women contribute a larger, diverse viewpoint to issues like societal trends, social responsibility, ethics, and individual assessment. These issues are crucial to an organization because they are oftentimes related to both the survival and the success of the firm. Though women were usually considered to be less impulsive, instinctive, and meticulously going over every detail to be able to arrive at tricky choices in lieu of men, women often tried like men rather than women, taking on characteristics like being tough, more strategy-oriented, and keenly focused. Regarding how they had evolved as a result of gender diversity, the guys all had the same views. The manners of the men improved, and the sessions of the boards took on a more balanced tone.

Even though things have advanced significantly, some managers still find it daunting and inconceivable to be the sole guy on a board of directors that is exclusively made up of women. Many of the males claimed to feel lucky, content, and at ease in the suggested circumstance. Further, we looked at whether, in the viewpoint of the interviewees, diversity leads to effective corporate governance procedures or if good corporate governance leads to more diversity. In their responses to this inquiry, the board members highlighted the interdependence between diversity and effective corporate governance, recommending an integrated and inclusive approach.

Other individuals still contend that both are capable of coexisting in one way: one way is where diversity promotes robust corporate governance, and the other way around. A manager seen that the type of business may also be significant.

Each board member provided suggestions on how to get more women on boards for politicians. At this stage of the investigation, the first solution that stood out was the introduction of a corporate governance standard or code that would include revelation of some sort of diversity and skill matrix attesting to the expertise, knowledge, and interest of the board members.

The creation of governance regulations with the support of the corporate community was the second option; the demand for a comprehensive new curriculum, for instance, to teach and evaluate deep expertise and abilities on board management and board governance, was the third. Giving women who serve on boards recognition and awards is a fourth option.

All managers emphasized how crucial it is for all politicians to comprehend hot-button issues like quotas. The distribution of quotas must be differentiated and adapted to the business because not every industry can use the same quota. It should be customized to a company's unique requirements and circumstances, with the legal standard predominating. Quotas and laws can be helpful in the beginning if they are adapted to the particular requirements and circumstances of an organization. Quotas should only be utilized during a transition period to increase openness when selecting board members.

The introduction of a corporate governance standard, such as an aspirational goal that might assist bring attention to an existing issue, would also be a good place to start.

The conclusion is If there should be any practical advice offered to women looking for directorships is a hotly debated topic. The need for women to be more dedicated to networks and networking with big shareholders, for example, is mentioned by a considerable proportion of managers as a way to improve the engagement of women in corporate issues, which has important long-term ramifications.

Another way will be for women who want to serve on boards of directors to concentrate more on getting the right education so they can conduct themselves professionally and get experience. Even in difficult circumstances, it's crucial to have a solid understanding of the firm. The next piece of advice is to enroll in a mentorship program or director training course.

We have triangulated the important themes, concepts and terms which were found in the literature with the survey results. y. These fundamental phrases and ideas served as the foundation for a greater comprehension of board concerns.

The Troupes software found two-word reference fields in the interviews, leading to the classification of major substantives into comparable groups. The total amount of words for each reference field is shown. Figure 12.1 identifies the textual components that the board members' use of the term "woman" to refer to most frequently. The surface of each sphere is inversely proportional to the number of words it contains.

The number of relationships connecting the major reference—a woman—and the others determines how far apart they are from one another and how frequently they are used together. The core class's predecessors are on the left, while its successors are on the right.

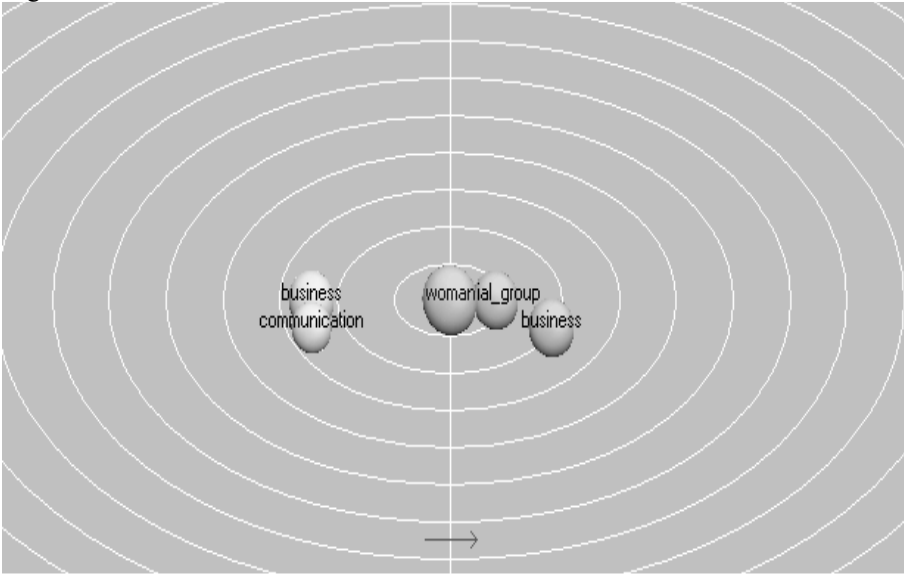


Fig. 1. Different terms associated with women

Source: Data processed using Troupes software.

Troupes has positioned the secondary ideas either at bottom left (actants with a low concentration of relations) or on the right (acted), while the very clearly significant

concepts, like communication, are positioned at the left (actants with a high concentration of relations). Most of the other allusions are to notions that are acted out, including women, politics, social groups, and organizations.

The relationship intensity for each reference is shown in the graph below. It was calculated by dividing the total number of relationships by the number of distinctive connections between the main players. While the X axis (horizontal) shows the actant/acted ratio (from left to right), the Y axis (vertical) shows the intensity of connections for each reference shown (high at the top of the graph, weak at the bottom). It makes it possible to compare the relative importance of the primary references visually. The concentration of relationships between the actant and the acted is depicted on the graph. We may infer that narrowing the gender gap is still far more a political than a commercial issue since the actant/acted ratio is shown on the X axis (horizontal), going from left to right. The relationship is indicated if the word is located at the top of the graph on the vertical Y axis.

Organizational factors significantly affect how women members behave. Since a weak link sits at the graph's base, the social group was also characterized as having space for development. The fact that the lines are solid suggests that there is a frequent relationship between the reference that was chosen. A very comparable weight emphasizes the importance of the relationships between women, politics, social groups, and organizations.

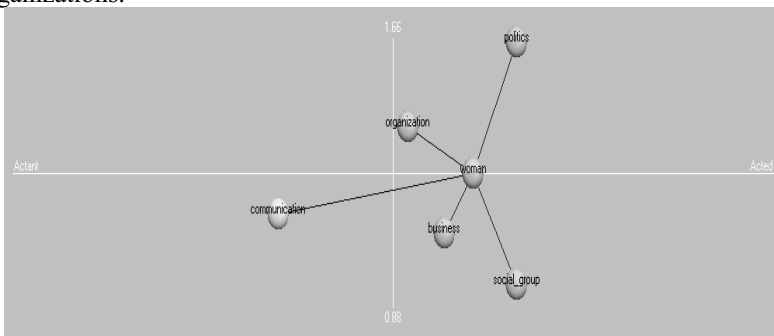


Fig. 2. Feature of terms associated with women

Source: Data processed using Troupes software.

5 Conclusion

The following were noted by board members: (1) they had a positive and good experience with boards with women participation. (2) Negotiations and regulations are not clear and hard for incorporate at the state, company, and board levels; (3) An opportunity to be given to women with proper implementation of policies and frame works that are in place. (4) Being proactive is a key factor in raising the likelihood of women becoming board members; and (5) Board members have no favourable thoughts regarding quotas as a possibility.

Access for women to executive roles like boards is crucial. We can all agree that women are clearly better able to assess every situation in detail. We consider this to be crucial when board members must reach various conclusions. Women ought to challenge themselves and take ownership of being role models for other women. It is the responsibility of the firm to identify the ideal blend of expertise and abilities for its boards of directors. Diverse boards are more effective because they have fresh ideas and a greater understanding of the consumers' points of view. All of this results in improved decision-making.

This article's limitation is the fact that it only includes qualitative information without any statistical support. Ideas for future study include comparing the findings and pursuing the expansion of the research sample to additional nations.

Acknowledgement

POSDRU/159/1.5/S/134197, "Performance and excellence in doctoral and postdoctoral research in Romanian economics science domain," was the project number for this effort, which was Co-financed by the European Social Fund under Sectoral Operational Program Human Resources Development 2007–2013.

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