Minnesota Journal of Business Law and Entrepreneurship

Volume 2026, No. 3

ISSN: 1540-3270

The Changing Dynamics of Gender Diversity in Modern Businesses: A Literature Review

Deepika[1], Arti Maini[2] and Ritu Rana[3]*

[1,2,3]School of Business, Faculty of Management, Shri Mata Vaishno Devi University (INDIA)

*Corresponding Author

Abstract

Gender diversity has become an emerging field in organizational success, innovation, creativity, decision-making, and performance. Despite ongoing research on gender diversity in organizations, existing studies remain underexplored and lack a comprehensive understanding of this concern. Rapid changes in modern organizations have created significant challenges for gender diversity and its influence on organizational performance. The study synthesizes the findings of 85 studies from 2000 to 2026 to provide a conceptual understanding of gender diversity in the literature. The findings reveal that recurring challenges include gender bias, cultural barriers, unequal career advancement opportunities, gaps in the implementation of diversity policies, and the underrepresentation of women in leadership positions, with implications for long-term organizational success. This review extends research on gender diversity by providing a comprehensive synthesis of literature across diverse organizational settings. This study contributes to the debate on gender diversity by comprehending the theoretical perspective. Furthermore, the challenges identified in the study enable human resource managers to understand issues that have not been discussed in past studies. The study defines gender diversity in an individualistic, contextual way. Simply, this paper provides a holistic perspective to support research on gender diversity composition in the workplace. It will benefit policymakers and academicians to acknowledge the importance of gender diversity in modern businesses.

Keywords: Gender, Gender diversity, Challenges, Systematic Review, Theoretical perspective, Workplace diversity

1. Introduction

The evolving dynamics of organizational environments have heightened the significance of Gender Diversity (GD) management as a key factor in boosting organizational effectiveness, fostering innovation, and ensuring sustainable growth. Instead of being seen solely as a matter of demographic composition, gender diversity is now acknowledged as a multifaceted organizational resource that improves decision-making, stimulates creativity, enhances employee engagement, and provides a competitive edge (Yang & Jentjens, 2019). The heterogeneous phenomenon in diversity management has shifted the socio-economic trends (such as human advancement, civil rights, participation of disadvantaged groups, and their contribution) towards development and performance (Calluso & Devetag, 2024). It states that a workforce has diverse perspectives and differences, whether visible (race, ethnicity, religion, etc.) or invisible (economic status, value system, etc.) (Dongrey & Rokade, 2021). The concept of diversity, equality, and inclusion (DEI) has transcended organizational boundaries to become an essential component of national laws and policy initiatives (Ayentimi et al., 2020). For instance, in sectors like the aviation industry, where male dominance is more prevalent, as in the case of supply chain management, gender- based slavery is pronounced, conventionally influences and shapes, and operationalizes the system (Yang, et al., 2024). Previous studies indicate that gender differentials may impact leadership styles, with women predominantly associated with participative, transformational, and collaborative approaches that can stimulate innovation, enhance productivity, and foster strategic diversity within executive and boardroom contexts. These discussions also expose enduring challenges related to equitable participation, representation, and the distribution of a gender-diverse workforce within organizational frameworks.

Consequently, gender diversity has become a pivotal area of inquiry, propelled by increasing focus on workforce

composition, inclusivity, and the broader ramifications of diversity for organizational outcomes (Groeneveld et al., 2020). Simultaneously, diversity policies have gained strategic prominence in contemporary institutions, where principles of equality, inclusion, and corporate social responsibility are often leveraged as mechanisms to foster innovation, legitimacy, and competitive differentiation (Jonsson et al., 2019). Although gender diversity has received considerable attention in organizational research, existing studies primarily examine its impact on individual outcomes such as employee satisfaction, leadership representation, or organizational performance in the individual context. This makes the literature remain fragmented across different sectors and contexts, resulting in a limited understanding of how challenges like identity-based discrimination, structural and cultural barriers, career advancement limitations, work–life balance, and so on affect organizational performance. Furthermore, it has been seen that studies' locus of interest is on specific industries or individual dimensions, lacking a comprehensive synthesis that integrates and interconnects into a unified conceptual framework. Through the comprehensive review, this paper will develop an integrated conceptual framework that systematically categorizes the challenges of gender diversity, including identity-based discrimination, structural and cultural barriers, career advancement limitations, work–life balance issues, and inclusion of gender. It provides theoretical implications for organizations and policymakers to design inclusive policies and foster equitable work environments that strengthen diversity, representation, and long-term organizational sustainability.

The paper is structured into sections as follows: Section **2** explores the background of the study. Section 3 explains the methodology for conducting a systematic review. Section 4 shows the findings of the study. Section 5 discussion of the study by outlining the existing challenges in modern organizations. Section 6 presents theoretical implications. Finally, Section 7 concludes, suggests future directions for researchers and practitioners, and acknowledging the limitations the paper.

2. Background

The concept of gender diversity has increasingly shifted from workforce demographics to the escalating societal demands to enhance competitiveness, innovation, and sustainable performance in contemporary organizations. It emphasizes the equal representation, contribution, and inclusion of individuals with distinct differences and perspectives across organizations, ensuring access to opportunities, infrastructure development, leadership roles, and decision-making procedures (Patrick & Kumar, 2012). It goes beyond balancing men and women and highlights an inclusive work environment where the workforce, regardless of gender differences and perspectives, is valued, recognized, and encouraged to contribute effectively (Mousa, 2021). As organizations increasingly operate in diverse environments, gender diversity has shifted from a social phenomenon to an organizational priority that improves creativity, knowledge sharing, and competitiveness (An & Lee, 2022). Simply, a diverse workforce having different perceptions, experiences, and problem-solving abilities encourages organizations to make more logical decisions and adjust to varying business conditions. Moreover, gender diversity is closely related to workplace inclusion, employee engagement, organizational success, and sustainable development, making it an essential component of effective diversity management (Mousa, 2021). With this, organizations are progressively adopting innovative initiatives that are more aligned and reduce barriers to ensure organizational success and development (Hazaea et al., 2023). Given the increasing importance of diverse, inclusive workplaces, there remains a need to further explore the mechanisms by which GD contributes to organizational performance and success. Understanding the vitality of an inclusive environment that can fill the gap to maximize the benefits of gender diversity and overcome challenges while promoting long-term sustainability and competitive advantage (Abbas et al., 2026; Mahajan et al., 2024; Ren & Clarke, 2025).

It is considered that a workforce predominantly fosters and improves innovation and decision-making. The continuous dynamics of organizational system changes due to the shift from diversity-to-diversity management help to understand and build an inclusive working environment. Figure 1 shows the framework for conceptual understanding and how it shapes the building of a diverse workplace. Within this framework, each constituent referring to the diversity system aligns the function more closely with the organizational system, enhancing

performance, success, and development. Significantly, te constituents, such as organization system, challenges/ barriers, and how they affect the outcome (inclusiveness and organizational performance) , can be improved by the execution of diversity initiatives and policies. With the incorporation of this, we build the concept for building and shaping the gender diverse workforce system and inclusiveness in the organization. More specifically, race, caste, and ethnicity are more often drawn inferences in the work setting, and social categorization causes barriers to the diverse workforce, where the social setting is generally dominant. (Kincaid, 2018) . Existing studies have stated that diversity is regarded as an epistemic resource due to its complex nature and social phenomenon that is categorized and dispersed in society and has an inappropriate distribution in terms of individual, geographic setting, social status, profession, gender, age, and education, and so on, which are more prevalent in the organization. (Rolin, 2011) described that socially constructed gender roles within organizations contribute to differences in the beliefs, experiences, knowledge, and professional networks of male and female employees, pointing to the vitality of middle management and staff members in operationalizing and executing the business strategy to provide a sustainable competitive edge, value, and firm performance (Ferrary, 2021) .

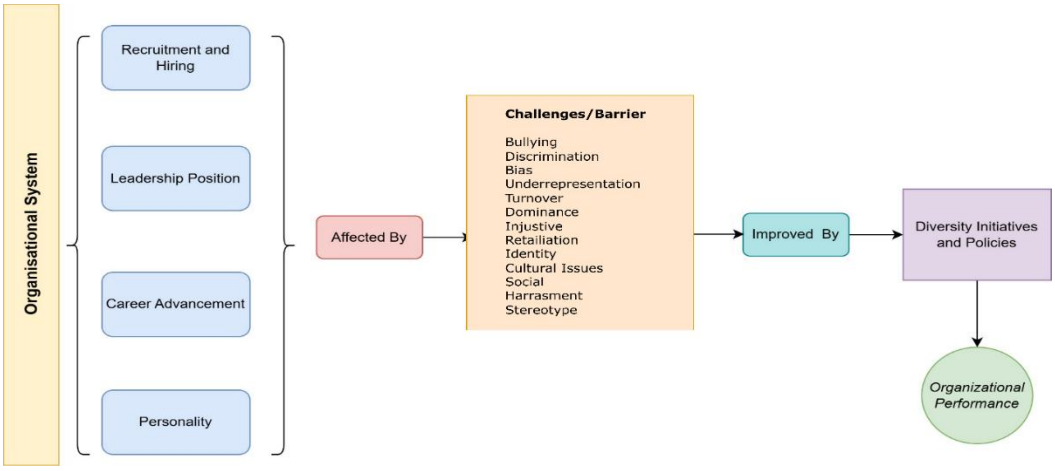


Figure 1. Conceptual Framework of Gender Diversity.

Overall, this framework is a systematic process for understanding, developing, implementing, and fostering workplace inclusion. Moreover, previous studies have shown that diverse and inclusive cultures create better employee performance, improved collaboration, and innovation (Bell et al., 2011). Similarly, (Ashikali & Groeneveld, 2015) emphasized that diversity initiatives and inclusive organizational cultures positively influence a diverse workforce and workplace engagement. This indicates that gender diversity management has become a vital component of modern businesses and organizational practices. It also indicates that women continue to experience discrimination that limits their development into leadership positions despite possessing requisite qualifications, experience, and competencies similar to their male counterparts. Additionally, role stereotypes, unconscious bias, and gender-based expectations often create challenges for women employees in leadership and managerial roles. The challenges associated with gender diversity are particularly evident in sectors such as IT, telecom, manufacturing, healthcare, and corporate leadership, where women remain underrepresented in strategic and decision-making positions. Although existing literature has extensively explored gender diversity, significant gaps remain regarding the challenges employees continue to face in achieving equitable career opportunities and development.

Workforce diversity significantly affects employee performance within IT, FMCG, and telecom industries, highlighting the importance of gender diversity and inclusive work environments for organizational success (Sheth, 2018). Similarly, Kaushik et al. (Kaushik et al., 2014) argued that gender inequality remains a major issue within Indian organizations despite increasing diverse workforce regarding workplace equality. Generally, in non-inclusive environments, employees often experience exclusion, lower participation in work activities, lack of belongingness, and reduced opportunities for professional growth and development. Such organizational conditions not only affect employees individually but also reduce team cohesion, innovation capability, and

organizational productivity. Additionally, inclusive organizations create supportive work environments where employees can freely express their ideas, feel included, participate in decision-making, and contribute effectively to organizational objectives. (Nishii, 2013) highlighted that an inclusive climate positively influences gender-diverse workgroups by improving trust, cooperation, and interpersonal relationships among employees. Likewise, (Nembhard & Edmondson, 2006) argued that inclusive leadership often encourages employees to participate in diversity initiatives, thereby enhancing organizational performance. This is supported by several theoretical perspectives that provide explanations for gender diversity management in the organization. The resource-based view (RBV) suggests that diversity acts as a valuable resource capable of improving innovation, creativity, and competitive advantage. As the institutional theory defines that organizations implement diversity initiatives due to work culture, legal pressures, and legitimacy concerns. Social exchange theory propounds that employee reciprocate supportive diversity practices with greater loyalty, trust, commitment, and positive workplace behavior. In terms of social identity theory, how employees classify themselves into social groups and peer groups influences diversity inclusion and exclusion dynamics. Furthermore, intersectionality theory highlights that individuals continue to experience multiple forms of discrimination simultaneously based on gender, race, ethnicity, and class identities (Dharani, 2024). Through the underpinning of these theoretical perspectives collectively, this study demonstrates that gender diversity management is a multidimensional phenomenon influenced by organizational culture, institutional systems, leadership management, work culture, and work settings. Also, leadership structures and inclusive governance systems have been associated with improved organizational outcomes, including better financial performance, governance quality, and decision-making effectiveness. In this regard, diversity contributes positively to team innovation and organizational adaptability by encouraging diverse viewpoints and collaborative problem-solving (Anderson & West, 1998). However, the benefits of diversity and embracing diversity can only be realized when organizations successfully create inclusive environments that minimize discrimination and ensure equal opportunities for all employees.

3. Methodology

The analytical procedure follows the guidelines proposed by (Gaio et al., 2024) involving three major stages: planning, conducting, and synthesizing the studies. The PRISMA guidelines were used in the selection and classification of the literature review (Page et al., 2021). Figure 2 summarizes the systematic literature review process, which considered studies published in the Scopus, ScienceDirect, and Google Scholar databases. The following criteria were established to select the studies using three steps: (i) Planning phase, (ii) Conducting phase, and (iii) Data extraction and synthesis phase.

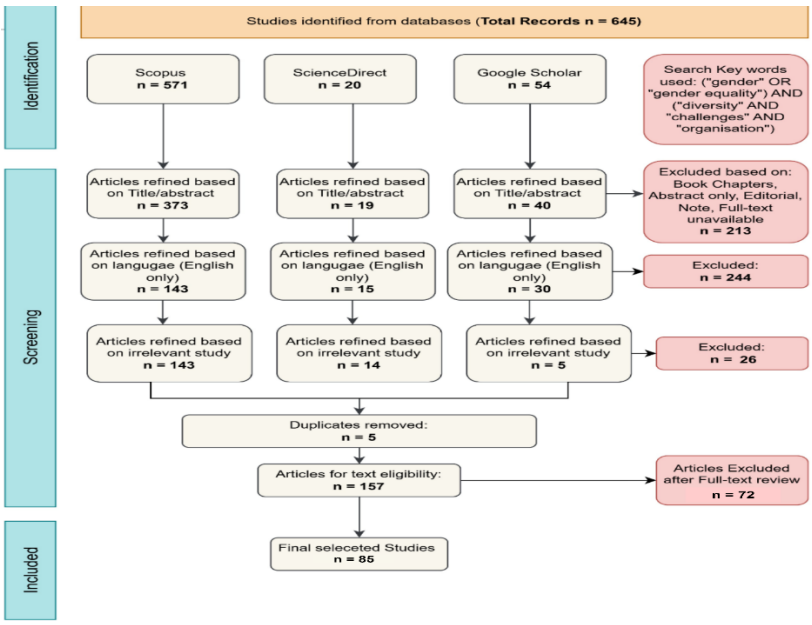


Figure 2. Schematic flow diagram of the relevant studies.

3.1 Planning Phase

The planning phase is the initial stage of the PRISMA methodology, where the overall review process is designed and organized. This phase focuses on developing a clear research strategy, defining research questions, and establishing criteria for selecting and formulating them as follows.

- RQ1: What are the key themes involved in gender diversity?
- RQ2: What are the challenges affecting organizational performance?
- RQ3: What are the current trends prevailing in gender diversity?
- RQ4: What are the theories involved in gender diversity?

Studies were purposely identified, collected, and screened through comprehensive searches from the widely adopted databases, including Google Scholar, Scopus, and ScienceDirect. For example, search strings such as ("gender diversity" OR "diversity") AND (“organization” OR “workplace”) AND (“performance” OR challenges”) were used to maximize both coverage and relevance to the study. The search was conducted for articles published from 2000 to 2026 in widely used databases. The search yielded n = 645 initial records.

3.2 Conducting Phase

The conducting phase involves screening and selecting relevant studies from the identified records. This stage ensures that only eligible studies are included for detailed analysis.

3.2.1 Screening

After the search process, 432 studies remained after the removal of 213 studies based on title and abstract. A more rigorous structured screening process was conducted to identify eligible studies for selection. The literature studies were assessed to determine the final set of studies relevant to the research study. The explicit inclusion and exclusion structure was also applied to ensure a more robust screening process, as shown in Table 1. This resulted in 157 studies proceeding to full text eligibility assessment. Following full-text assessment, 72 studies were excluded, resulting in 85 studies for final inclusion.

Table 1. Inclusion/Exclusion criteria.

Criteria	Inclusion	Exclusion
Publication Type	Journal articles and conference studies	Abstract only, Book chapters, full-text unavailable
Language	English only	Studies written in other languages
Time Span	2000-2026	Before 2000
Relevance	Addresses only research questions and topic-related studies	Irrelevant studies
Context	Public and private sector organizations	Non-organizational contexts
Full-Text Screening	Quality based on RQs	Fails inclusion or quality criteria

3.2.2. Eligibility

This phase ensures that only studies with sufficient relevance, methodological quality, and complete information are considered for final inclusion in the review. In this stage, a total of 157 full-text articles were retrieved for detailed assessment after the initial screening process. Each article was carefully reviewed in full text to understand its alignment with the research study. Studies were excluded if they showed methodological

weaknesses, lacked sufficient or accessible data, were not directly relevant to the research question, or failed to meet quality standards required for systematic analysis. As a result of this rigorous evaluation, 72 studies were excluded out of 157 studies due to reasons such as incomplete reporting, poor methodological quality, irrelevant focus, duplication of findings, or insufficient evidence to support the research objectives. This resulted in 85 studies suitable for the study.

3.3 Selection criteria

In this section, selection process was conducted to extract relevant studies and synthesize the findings to generate meaningful conclusions

3.3.1 Extraction of relevant studies

This process was guided by a standardized form aligned with the overarching research questions, ensuring methodological consistency and completeness. The data collected encompassed bibliographic information, study aims, research approaches, datasets, analytical techniques, evaluation criteria, key insights, and limitations. This structured approach supported the organization and comparison of evidence across diverse studies, reducing bias and omissions. The extracted data (n= 85) studies formed the basis for subsequent analytical and interpretative efforts.

3.3.2 Synthesis

Following data collection, a thorough synthesis was conducted to integrate findings. Given the heterogeneity inherent in the studies, relevant studies were retained and prioritized, utilizing thematic analysis to uncover persistent patterns, emerging trends, and research gaps. This comprehensive synthesis enabled deeper insights, transforming varied evidence into meaningful conceptual understandings and overarching conclusions.

4. Findings

4.1. The GD research review

Most literature reviews provide descriptive summaries of previous studies and discuss theoretical foundations without systematically integrating empirical evidence. In addition, more confined to specific industries or corporate governance contexts, such as the aviation industry, supply chain management, microfinance, etc., thereby limiting the generalizability of their findings. This study integrates empirical evidence on gender diversity influencing organizational performance across multiple organizational contexts. Rather than focusing exclusively on financial outcomes or leadership representation, this review synthesizes findings related to financial performance, innovation capability, employee performance, organizational culture, governance quality, sustainability, and decision-making effectiveness. In addition, it systematically examines dominant theoretical perspectives, methodological trends, emerging research themes, and future research directions.

4.2. Thematic Analysis

Out of the total 157 articles published in academic journals, only 85 were screened for full-text review on the subject matter of the study. From these, theme-based articles were selected to understand the trends in gender diversity management, as shown in Table 2.

4.2.1. Leadership position

It is believed that managerial positions significantly foster creativity and decision-making ability within an organization. But, in fact, women are persistently faced with challenges that are somehow limiting their access and ability to reach leadership roles in the organization. A study conducted on career advancement suggests that female executive career paths are not linear on the corporate ladder and take a longer period to move forward in an upward position (Srivastava & Dixit, 2024). Other studies state that differences are categorized by position, centrally lens on attitudes and behavior due to distinct backgrounds, such as age, gender, etc. The human resource manager may choose to recruit male employees because they perceive them as more competent and reliable than

women, who are expected to take on childcare responsibilities. This seems to be a traditional approach where men are simply dominating the top management positions, and still, women are faced with barriers to occupying leadership positions (Kaur, 2024).

4.2.2. Gender diversity

GD is not only an aspect of the distribution of male and female employee in the organization, but it also refers to how diversity management can integrate, manage, and embrace the gender – diverse workforce to tap their potential to get better results. They argued that the issues are still prevalent, such as salary differentials and developmental opportunities in the organizations. Aiswarya et al., 2024). Professions like STEM (science, technology, engineering, and mathematics) basically reflect the underrepresentation and barriers to professional advancement, and have a direct impact on work and economic growth (Kemechian et al., 2023). They emphasize that stereotypes and prejudices still exist that cause discrimination, namely, the unequal treatment of women and unpaid work. In fact, they face the glass ceiling in organizations where men dominate positions. Since 2010, the European Union has recognized and documented the rising presence of women on corporate boards. This trend was explicitly addressed in the EU's 2010–2015 strategy for equality between men and women, which framed increased board-level representation as a central objective of its gender-equality agenda, and its target was to have 40% of the committee be women. (Wieczorek-Szymańska, 2020).

4.2.3. Manage and embrace diversity

The value of diversity encompasses acknowledgement of demographic differences like age, culture, gender, ethnicity, education status, language, and sexual orientation. They recognize individual backgrounds, such as skills, knowledge, perspective, experience, values, working style, location of people, and the conditions where they feel respected and valued, ensuring everyone has equal career development opportunities and participation in the workplace. This suggests that the empowerment of individuals or teams to contribute their innovation and creativity for the betterment of organizational performance (Ayentimi et al., 2020). Several scholars advocated that the actual proportion of women, recruitment and selection, and employee development are key barriers in the industry like IT sector, where women is lesser in proportion; the referral system does not seem to offer support and improvement in favorable opportunities as the physical working environment plays a crucial role, and commonly stereotypically masculine culture prevails, often reduces women's ability and success. They argued that the career development and retention of women employees are hindered due to the lack of employee participation opportunities and sponsors in informal networks, which reduces the sense of belonging, feeling accepted and valued, and feelings of isolation in the team or group (Atal et al., 2019).

Table 2. A summary of the Thematic analysis.

Studies	Objective	Method	Findings
(Amondarain et al., 2025)	Contribution in audit firms	Quantitative	The presence of women auditors significantly improves team management.
(Mahajan et al., 2024)	Inclusivity and training	Qualitative	Comprehending the binary nature of gender.
(Ren & Clarke, 2025)	Formation of inclusion and exclusion	Qualitative	Significant impact of a diverse and inclusive culture and experience within the workplace.
(Friman & Ståhl, 2025)	Gender equality in esports organizations	Qualitative	Persistent stereotypes, harassment, and limited female representation in leadership roles.

(Kaur, 2024)	Relationship between ae, gender, human resources initiatives, and employee competence.	Quantitative	Age and gender moderate human resource practices and employee development.
(Piggott & Tjønndal, 2024)	Leaders' identities and employee perception	Qualitative	Women face gender identity and exclusion
(Dufur & Fox Okeke, 2024)	Diversity, equity, and inclusion	Qualitative	Underrepresentation of diverse employees
(Satzger & Vogel, 2023)	How an inclusive workplace relates to employee attractiveness	Quantitative	Inclusive policies increase employee attractiveness.
(Kemechian et al., 2023)	Women's careers problem	Mixed method	Women face structural and cultural issues.
(Joo et al., 2023)	Female representation in middle management	Quantitative	Gender diversity increases organizational performance and HR systems
(Spalter-Roth, 2021)	Current experiences of underrepresented men and women	Qualitative	Structural and historical factors affect minority inclusion.
(Bhopal, 2020)	Women's experiences in higher education	Case study	Structural issues limit career progression.
(Murat Yildirim, 2020)	Differences in gender studies and cognitive psychology	Quantitative	Gender affects decision-making.
(Ayentimi et al., 2020)	Gender equity and inclusion	Case study	The implementation gap hinders inclusion.
(Atal et al., 2019)	Women's status and their participation	Conceptual	HR initiative influences gender balance.
(Dźwigoł-Barosz & Leooski, 2019)	Diversity perception and management positions	Case study	Gender diversity improves organizational effectiveness.
(Kroes et al., 2025)	Underrepresentation of women in executive-level roles	Quantitative	Gender injustice negatively influences decision-making.
(Rahman et al., 2025)	Dynamics between the human resource system and job satisfaction	Quantitative	Inclusion of HR practices improves job satisfaction.
(Haldorai et al., 2025)	How neurodivergence, gender, and diversity influence workplace evaluation	Mixed method	Diversity policies improve hiring.
(Ali et al., 2025)	Gender pay gap and inequalities.	Quantitative	Significant association between gender diversity, fair practices, and financial performance.
(Fink, 2008)	Diversity in the organizations	Conceptual	Diversity system enhances inclusion.
(Woodward, 2008)	Gender mainstreaming	Qualitative	A policy implementation gap exists in the organizations

(Groeneveld, 2011)	Turnover intention in the management	Quantitative	Diversity management reduces employee turnover.
(Kyriakidou, 2011)	Gender, management, and leadership.	Conceptual	Gender diversity influences leadership roles.
(Ghosh, 2016)	Gender and diversity challenges	Conceptual	HRD influences inclusive practices.
(Foley & Williamson, 2018)	Anonymized job applications	Experimental	Blind hiring reduces the gender gap.

4.3. Challenges underpinning the GD literature

Despite increasing emphasis on its concept, organizations continue to face significant challenges in achieving inclusivity, particularly in male-dominated fields like esports leadership (Piggott & Tjønndal, 2024). Moreover, despite the growing recognition of its importance, the path toward achieving genuine inclusivity remains complex and interconnected. At the core of these obstacles lies identity-based discrimination, which manifests in biases and exclusion, particularly affecting women in male-dominated fields such as esports leadership, where their contributions are often undervalued and their presence underrecognized. Structural barriers further explain this issue, including disparities in access to promotions, persistent gender pay gaps, and the lack of formal support mechanisms like mentorship programs or transparent evaluation systems, all of which impede career progression for women (Kemechian et al., 2023). Cultural norms rooted in traditional stereotypes perpetuate notions questioning women's leadership capabilities and reinforce male dominance within organizational hierarchies, thereby sustaining a cycle of marginalization. Additionally, sexual orientation and gender identity introduce another layer of exclusion, with individuals from diverse communities experiencing discrimination and underrepresentation that weaken workplace inclusivity (Meyer & Elias, 2023; Shortland, 2018). Limited opportunities for advanced roles and the balancing of work pressure, especially in the case of domestic responsibilities faced by women, further impede progress, often exacerbated by organizational practices lacking flexibility. Collectively, it makes sense that these issues not only stall diverse talent from engaging or remaining within the workplace environment but also limit organizational performance (Tumpa et al., 2025).

In sectors like aviation, where male dominance is more pronounced and operationalized, they provide valuable insights into dynamics in organization structure, culture, and policies, reinforced by the diverse workforce through the lens of a social identity perspective on individual and social categorization based on the diversity perception of in-group and out-group, creating discrimination within the organization (Efthymiou, 2026). They stated that gender differences occur in the course of job attributes (such as flexibility in hours and schedule, work pressure, job insecurity, earnings), and gender segregation across jobs and wage differential gaps were more prevalent in the workplace (Rincke et al., 2026). With respect to supply chain management (SCM), the prevalence of gender-based slavery in the modern world, as it is approximately 25 million people employed in the labor force globally, where gender is regarded as a biological phenomenon shaping the framework for operationalizing an inclusive working environment (Yang, et al., 2024). Others suggest that team leaders recognize that underrepresentation of women poses gender-related barriers and discrimination that necessitate diversity intelligence (DQ) in the workplace environment. Through this, leaders help in supporting and developing DQ (Herben et al., 2026). Furthermore, limited access to women and minority groups in leadership position is continually persists, where incorporation in hierarchical positions is necessitated that could perpetually contribute to enhancing organizational performance and decision-making (Koç et al., 2025). Continuance of them on the board posits impact on environmental disclosure (Gerged et al., 2023). While the corporate carbon reduction related climate issues and women leadership and diverse cultural context, specifically claimed the significance of fostering board governance and development (Peng et al., 2025).

It is more evident in fields such as political journalism where, structural and cultural constraints limit women's representation and visibility, thereby reducing diversity in public discourse (Harnois, 2015) . Less diversity in roles weakens organizational effectiveness, and homogeneous perspectives can restrict creativity, innovation, and balanced decision-making (Inegbedion et al., 2020) . Addressing these challenges requires comprehensive strategies that target both structural reforms and cultural transformation to ensure equitable opportunities and inclusive organizational environments (Abbas et al., 2026; Piggott & Tjønndal, 2024) . Table 3 summarizes the existing challenges observed in existing studies

Table 3. Summary of the challenges in the gender diversity literature

Author	Challenges
(Atal et al., 2019; Evans, 2012; Haldorai et al., 2025; Jones, 2020; Ly-Le, 2022)	Gender bias in recruitment and hiring
(Bhopal, 2020; Groeneveld, Bakker and Schmidt, 2020; Srivastava and Dixit, 2024; Tumpa et al., 2025)	Glass ceiling, underrepresentation in leadership positions, and career advancement
(Gardner et al., 2020; Hasan, 2021; Karakowsky et al., 2025; Kroes et al., 2025)	Workplace bullying, discrimination, injustice, and retaliation
(Ren & Clarke, 2025; Tonelli et al., 2025)	Diversity and equity policies, gender equality
(Ghosh, 2016; Inegbedion et al., 2020; Mahajan et al., 2024; Patrick & Kumar, 2012)	Managing workforce diversity
(Piggott & Tjønndal, 2024)	Inclusion and diverse group representation
(Kemechian et al., 2023; Shortland, 2018; Tumpa et al., 2025)	Work- life balance, and male dominance
(Groeneveld, 2011; Lill, 2020; Lo Bue et al., 2022; Rincke et al., 2026)	Employee turnover, gender and diversity politics, staff shortages, and vulnerable employment. Preferences
(Arora-Jonsson & Ågren, 2019; Johansson et al., 2023; I. Yang & Bacouel-Jentjens, 2019)	Identity, ethnicity, and representation
(Amondarain et al., 2025; Friman & Ståhl, 2025; Tulli-Shah et al., 2024)	Gender equality
(Foley & Williamson, 2018; Kang et al., 2015)	Gender bias and personality
(Abbas et al., 2026; Mousa, 2021; Santos et al., 2022; Satzger & Vogel, 2023)	Organizational inclusion and inclusive leadership
(Bedigen et al., 2021; Smith, 2005; Spalter-Roth, 2021)	Underrepresentation, diversity, and identity
(Koç et al., 2025)	Diversity, equity, and inclusion

Overall, managing diversity is more than just about increasing representation of different groups but about addressing deeply embedded structural, cultural, and social inequalities and so on within organizations. The persistence of identity-based discrimination, limited career advancement, work–life imbalance, and exclusion related to gender identity and sexual orientation collectively restricts inclusivity and minority participation. If left unaddressed, these issues can continue to hinder organizational effectiveness, reduce diversity in leadership and decision-making, and negatively impact long-term growth. Therefore, there is a critical need for organizations to adopt holistic, inclusive strategies that dismantle these barriers and foster an equitable environment for all individuals.

4.4. Trend Analysis

In modern businesses, gender diversity has become an emerging issue that is affecting organizational performance and development. Women are typically expected to behave and dress in a feminine way, as well as to be kind. Conversely, men are supposed to be powerful, audacious, and stubborn individuals who somehow provide benefits to the organization.

4.4.1. Journal-based trend analysis

Table 4 shows a journal-based trend analysis and a hierarchy of the most prominent academic journals contributing to gender diversity management. The distribution of publications underscores the varied scholarly outlets engaged with this subject, reflecting a broad spectrum of interdisciplinary investigations. It is noteworthy that although the selected studies are distributed across multiple journals, a relatively higher concentration is observed in Development in Practice, Gender, Work and Organization, and Gender in Management. These publications play a pivotal role in advancing theoretical and empirical understanding within this domain. It is basically the academic journal occurrence of studies dominating the subject matter, and after screened only (n = 85) relevant studies were identified for the study.

Table 4. Frequent journal publications on the GD

Source	Count
Development in Practice	25
Gender, Work and Organization	13
Gender in Management	10
Sustainability (Switzerland)	5
Human Resource Management Journal	5
Journal of Business Ethics	4
Society and Business Review	4
International Journal of Diversity in Organizational Communities and Nations	3
Journal of Accounting Education	2
Corporate Governance: An International Review	2
Journal of Management Development	2
Corporate communication	2
International review for the sociology of sport	2
Corporate social responsibility and environmental management	2
Public personnel management	2
Advances in developing human resources	2

4.4.2. Common Research Domains Across Selected Studies

Table 5 represents a list of the most frequent subjects on which selected studies were published in academic journals. In addition, the distribution of studies was classified by subject. Research on different subject is basically drawn in the course of a domain related to the study context. The following are the subjects: diversity management, workplace diversity, gender diversity and gender differences. Furthermore, it is important to highlight that there is no focus on gender diversity to be more aligned with the critical factors influencing organizational performance.

It is interesting to consider that few studies discuss the critical factors of gender diversity management in the existing literature. This suggests that it becomes increasingly important in the area of gender diversity and its contribution to enhancing the advancement of insight and knowledge on the subject.

Table 5. A domain-based analysis.

Subject	Author
Diversity management	(Groeneveld, 2011; Johansson et al., 2023; Spalter-Roth, 2021)
Workplace diversity	(Aiswarya et al., 2024; Gardner et al., 2020)
Gender diversity	(Chakraborty & Chatterjee, 2020; Fink, 2008; Ghosh, 2016; Kemp & Kumra, 2019; Ly-Le, 2022; Murat Yildirim, 2020; Taylor, 2001; Wieczorek-Szymańska, 2020; Woodward, 2008)
Gender differences	(Johansen & Zhu, 2017; Kaur, 2024)

4.5. Theoretical analysis

Table 6 summarizes the top ten most dominant theories out of 85 studies that mostly describe gender diversity in organizations out of which five were selected for detailed discussion in this study.

4.5.1. Resource-based view theory (RBV)

RBV is a concept commonly used in workforce diversity that enhances innovation, creativity, and decision-making. Prior studies have supported the argument that gender diversity contributes positively to organizational performance, leadership effectiveness, employee sustainability, and strategic decision-making by strengthening intellectual and social capital across organizations (Aiswarya et al., 2024; Gaio et al., 2024). It is not only viewed as a compliance or social responsibility initiative, but also acts strategically to generate long-term competitive advantage and sustainable organizational growth.

4.5.2. Social Exchange Theory (SET)

This theory was originally developed by (Blau, 1964)explains that social relationships work through reciprocal exchanges between employees and organizations, where equal and fair treatment encourages employees to perform better. It has been pinpointed that leadership, HRM practices, and policies positively influence job satisfaction and organizational attractiveness within the workplace. Simply, the social exchange theory builds a strong theoretical foundation for examining how social relationships support gender diversity and execute inclusive policies that can foster outcomes and strengthen overall organizational performance (Rahman et al., 2025; Satzger & Vogel, 2023).

4.5.3. Institutional Theory

In this theory, the organizational policies and practices are primarily framed by institutional pressures that come from social norms, legal matters, cultural values, and stakeholder demands (Mahajan et al., 2024). They suggested that organizations adopt diversity, equity, and inclusion initiatives not only to improve organizational effectiveness but also to gain legitimacy, social acceptance, and compliance with regulatory and societal expectations. Others highlighted the vitality of institutional forces in defining organizational diversity initiatives, inclusion frameworks, diversity policies, and workplace equity practices across different sectors and cultural contexts (Ergene & Ergene, 2025; Woodward, 2008).

4.5.4. Intersectionality Theory (IST)

It is explained by (Arora-Jonsson & Ågren, 2019) that individuals continue to experience challenges like discrimination, privilege, and inequality based on the various social dimensions such as economic condition,

status, class, and so on. This theory emphasizes that organizational performance is shaped by challenges such as power structures and social structures that influence career opportunities, the inclusion environment, leadership positions, and career advancement. They examine the combined effects of social relationships on workplace environment, diversity policies, political consciousness, and organizational inclusion practices (Harnois, 2015) . Therefore, it provides insightful knowledge to drive the multidimensional and interconnected nature of social exchanges within organizations.

4.5.5. Social Identity Theory (SIT)

It explains that individuals more often classify and compare themselves to one another into social distinctions such as culture, social class, etc. Experience, education, age, ethnicity, and these distinctions shape interpersonal behavior and organizational relationships. Conversely, when diversity is actively managed, gender-diverse teams can yield wider perspectives and enhanced decision-making. Empirical studies drawing on SIT have accounted for varied and sometimes contradictory outcomes of gender diversity, explaining phenomena such as workplace bullying, identity work, inclusion challenges, representational burdens, and perceived inequities (Abbas et al., 2026; Gardner et al., 2020; I. Yang & Bacouel-Jentjens, 2019). Thus, Social Identity Theory offers a valuable lens for interpreting the social dynamics that are associated with gender diversity in an organizational context

Table 6. Theoretical Analysis

Author	Theory	Context of gender diversity
(Ali et al., 2025; An & Lee, 2022; Gaio et al., 2024; Joo et al., 2023)	Resource-based view (RBV)	RBV suggests that gender diversity acts as a strategic organizational resource; for example, employee knowledge, skills, capabilities, and diversity can create a competitive advantage that improves innovation, creativity, governance, and performance
(Abbas et al., 2026; Gardner et al., 2020; I. Yang & Bacouel-Jentjens, 2019)	Social identity theory (SIT)	Gender differences create in-group/out-group dynamics leading to conflict, exclusion, communication barriers, and mixed outcomes
(Ergene & Ergene, 2025; Mahajan et al., 2024; Woodward, 2008)	Institutional theory	Organizations adopt diversity policies because of social pressure, regulations, ESG expectations, and legitimacy concerns
Rahman et al., 2025; Satzger & Vogel, 2023)	Social exchange theory	Inclusive and fair treatment encourages employee commitment, trust, engagement, and job satisfaction
(Groeneveld, Bakker and Schmidt, 2020; Srivastava and Dixit, 2024)	Role congruity theory	Women face leadership barriers because leadership roles are stereotypically viewed as masculine
(Kroes et al., 2025; Piggott & Tjønndal, 2024; Tonelli et al., 2025)	Tokenism theory	Women in minority representation experience visibility pressure, isolation, and symbolic participation
(Bhopal, 2020; Shortland, 2018; Tumpa et al., 2025)	Glass ceiling theory	Invisible organizational barriers restrict women's career advancement and leadership progression

(Booth, 2006; Dźwigoł-Barosz & Leooski, 2019; Inegbedion et al., 2020)	Diversity management theory	Effective diversity practices improve organizational climate, retention, and workforce effectiveness
(Arora-Jonsson & Ågren, 2019; Harnois, 2015; Hasan, 2021)	Intersectionality theory	Gender intersects with race, ethnicity, class, and identity, creating multiple forms of inequality
(Abbas et al., 2026; Ren & Clarke, 2025)	Relative deprivation theory	Employees compare fairness and inclusion with others, affecting perceptions of equity and the workplace.

5. Discussion

This review suggests that gender diversity remains unexplored despite increasing attention to diversity management, particularly in enhancing outcomes, innovation, and decision-making effectiveness. Most of the reviewed studies suggest that organizations with diverse gender representation tend to increase outcomes, create more inclusive work environments, and demonstrate improved organizational effectiveness. Social identity theory emphasizes that the challenges of gender identity, limited representation, work-life balance, structural barriers, and sexual orientation discrimination are not incidental but stem from fundamental psychological processes of social categorization (Abbas et al., 2026). Furthermore, the diversity management theory reveals that supportive organizational policies and inclusive leadership practices in management are critical to increasing organizational performance (Inegbedion et al., 2020). In the case of recruitment, men continue to be recruited and promoted to top management more than women. Simply, gender is a biological phenomenon with differences in terms of characteristics and inherited traits (Kaushik et al., 2014). The OECD, introduced in 2011, recognized the working environment as an important factor in overall performance. According to the OECD framework, the workplace environment refers to the combination of job characteristics that influence organizational performance. It includes financial and non-financial aspects such as physical and social working conditions, job tasks, working hours, career opportunities, and reward systems (Sunar Bukulmez et al., 2025). Other stated issues include unfairness in organizational settings, where employees feel undervalued, unequal, and disrespected, or treated in a demeaning manner by individuals in authoritative and top management positions (Karakowsky et al., 2025).

The review indicates that effectively managing and integrating a gender-diverse workforce depends on the acknowledgement and acceptance of individuals from varied backgrounds, such as age, gender, ethnicity, nationality, education, work experience, and religion. Leveraging human resource strategies to harness their potential talents and skills is crucial for fostering innovation, creativity, and enhancing organizational effectiveness. Studies have emphasized that increased representation—such as in audit firms, board and management positions amplifies opportunities for career development and enhances team capabilities. They highlight concerns related to work-life balance, service quality, ethnicity, and organizational climate. According to the intersectionality theory by (Amondarain et al., 2025), social identities are understood as interconnected constructs that shape individuals' work experiences, with social categories creating hierarchies that establish power relations. This theoretical perspective aims to connect individual lived experiences with broader social and institutional structures, acknowledging the complexity arising from intersecting social axes that can produce inequalities within organizational settings. (Mahajan et al., 2024) suggest that women earn approximately 21.7% to 26.8% less than their male equivalents in higher positions. For instance, in the UK energy sector, industry remuneration favors male employees, reflecting a significant skills gap and structural disadvantages faced by women. These barriers are not sector-specific but are indicative of broader systemic inequalities affecting women across various fields. Additionally, research within UK firms reveals that gender diversity exhibits a significant positive relationship in enhancing sustainability reporting related to representation, especially women on corporate boards (Ren & Clarke, 2025). Therefore, the pursuit of equitable opportunities, active participation, and inclusive environments for individuals from diverse backgrounds encompassing age, gender, ethnicity, religion, race, education, and experience can lead to improved organizational outcomes and societal progress (Grassa et al., 2025; Ergene & Ergene, 2025).

6. Theoretical implications

Gender diversity in the workforce extends beyond fairness and equity but is also essential for improving performance, innovation, and decision-making. Facilitating equal representation in top management positions, career development opportunities, and policy implementation fosters the organization's growth and effectiveness. Moreover, diversity policies can lead to better performance and outcomes and promote social benefits by ensuring equal opportunities, fairness, and inclusiveness for the workforce in the organization. Employees who perceive that they are respected, appreciated, and accepted within the organization are more likely to experience a strong sense of belonging, which ultimately enhances their performance and overall organizational effectiveness. Significantly, HR managers should pay greater attention to the challenges faced by employees, such as identity barriers, cultural and structural barriers, representation, and leadership positions) by implementing inclusive policies and practices that are more aligned with the organizational settings. The study broadens the relevance of Social Identity Theory by illustrating how gender-related distinctions can shape employees' sense of belonging, recognition, and workplace relationships. Gender stereotypes, discriminatory practices, and unequal treatment may reinforce perceived differences between gender groups, thereby creating obstacles to effective interaction, inclusion, and integration within the organizational environment. It has been seen that the Role Congruity Theory helps to emphasize the unequal representation of women in managerial and leadership roles. Conventional gender expectations may conflict with prevailing perceptions of effective leadership, resulting in an apparent incompatibility between women's socially attributed roles and leadership requirements. This perceived incongruity can influence the evaluation of women, limit their opportunities for career progression, and contribute to their continued underrepresentation in organizational decision-making role**s.**

The findings highlight the importance of gaining a comprehensive understanding to build frameworks that are strategically linked, including flexible work arrangements and clear pathways for female advancement into leadership roles and their representation. Additionally, organizations must address sexual orientation inclusion alongside gender diversity, as these issues intersect to shape employees' experiences. Ultimately, the implications point to a dual requirement: increasing female representation while simultaneously building inclusive cultures that integrate social identity theory, ensuring diverse teams can leverage their varied perspectives to achieve the documented benefits of improved outcomes and organizational effectiveness.

7. Conclusion

The emergence of the gender diversity discipline is shaping its context and boundaries. This systematic literature review synthesizes the current knowledge on gender diversity by reviewing its theoretical foundations, perspectives, emerging themes, research trends, and key organizational challenges. This review synthesizes and demonstrates the development of gender diversity research between 2000 and 2026 by using the PRISMA approach. Based on academic journals and dominant publishing trends, the results have been assessed. The study draws on theoretical perspectives from the literature and summarizes existing studies to address and fill research gaps arising from the fragmented literature. Given this, managers need to reconsider conventional conceptual frameworks and their role in the social sciences. The present study aims to synthesize the key challenges that have emerged as dominant themes in the field since its inception, thereby identifying and addressing existing research gaps. The review emphasizes that gender diversity extends beyond workforce representation to entail inclusion, equitable opportunities, leadership participation, and minority representation, all of which contribute to organizational development and sustainable performance. Despite increasing attention towards gender diversity, persistent challenges such as identity-based discrimination, structural and cultural barriers, limited career advancement, and workplace bias continue to hinder inclusive organizational environments. By integrating findings from existing literature into a comprehensive perspective, this review provides valuable theoretical and practical insights while identifying directions for future research on inclusive policies, intersectionality, and diversity-driven organizational strategies. This study carries a significant benefit for social science scholars interested in the gender diversity literature. This review looks at only the challenges of gender diversity in the organization, and other related aspects also need to be studied. This study can be expanded to sector-wise challenges in India, and further cross-country comparisons in developing economies and also in emerging markets need to be carried out. Synthesizing and conceptualizing the existing literature may provide practitioners with

perspective into the significant influence of challenges that help human resource managers to analyze the most favorable course of action.

References

[1] Abbas, M., Arif, S., & Saba, F. (2026). Is inclusivity more important than diversity? A relative-deprivation perspective on the role of gender. *Management Research Review*, *49*(2), 253–273. https://doi.org/10.1108/MRR-04-2025-0310

[2] Aiswarya, B., Ramasundaram, G., Sudha, P., & Poondy, R. (2024). WORKFORCE DIVERSITY: A SPOTLIGHT ON EMPLOYEE SUSTAINABILITY EXCELLENCE IN INDIA. *Foundations of Management*, *16*(1), 273–294. https://doi.org/10.2478/fman-2024-0017

[3] Ali, M., Baker, M., Grabarski, M. K., & Konrad, A. M. (2025). A study of linkages among leadership gender diversity, pay equity practices and financial performance. *Equality, Diversity and Inclusion*, 1–18. https://doi.org/10.1108/EDI-03-2025-0189

[4] Amondarain, J., Barrainkua, I., & Espinosa-Pike, M. (2025). Gender diversity advantages in audit firms: differences in perceived evolution and advantages among female and male professionals. *Sustainable Futures*, *10*. https://doi.org/10.1016/j.sftr.2025.101121

[5] An, S., & Lee, S. Y. (2022). The Impact of Gender Diversity and Disparity on Organizational Performance: Evidence from Korean Local Government-Owned Enterprises. *Review of Public Personnel Administration*, *42*(3), 395–415. https://doi.org/10.1177/0734371X21990718

[6] Arora-Jonsson, S., & Ågren, M. (2019). Bringing diversity to nature: Politicizing gender, race and class in environmental organizations? *Environment and Planning E: Nature and Space*, *2*(4), 874–898. https://doi.org/10.1177/2514848619866381

[7] Ashikali, T., & Groeneveld, S. (2015). Diversity Management in Public Organizations and Its Effect on Employees' Affective Commitment: The Role of Transformational Leadership and the Inclusiveness of the Organizational Culture. *Review of Public Personnel Administration*, *35*(2), 146–168. https://doi.org/10.1177/0734371X13511088

[8] Atal, N., Berenguer, G., & Borwankar, S. (2019). Gender diversity issues in the IT industry: How can your sourcing group help? *Business Horizons*, *62*(5), 595–602. https://doi.org/10.1016/j.bushor.2019.04.004

[9] Ayentimi, D. T., Abadi, H. A., Adjei, B., & Burgess, J. (2020). Gender equity and inclusion in Ghana; good intentions, uneven progress. *Labour & Industry*, *30*(1), 66–84. https://doi.org/10.1080/10301763.2019.1697486

[10] Bedigen, W., Mdee, A., Temlong, R., Thorley, L., & Tshomba, P. (2021). The failure of externally-driven advocacy initiatives to contextualize sub-Saharan "marginalized women." *Development in Practice*, *31*(2), 259–267. https://doi.org/10.1080/09614524.2020.1836129

[11] Bell, S. T., Villado, A. J., Lukasik, M. A., Belau, L., & Briggs, A. L. (2011). Getting specific about demographic diversity variable and team performance relationships: A meta-analysis. *Journal of Management*, *37*(3), 709–743. https://doi.org/10.1177/0149206310365001

[12] Bhopal, K. (2020). Gender, ethnicity and career progression in UK higher education: a case study analysis. *Research Papers in Education*, *35*(6), 706–721. https://doi.org/10.1080/02671522.2019.1615118

[13] Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, *34*.

[14] Booth, C. (2006). Managing diversity and mainstreaming equality: Reflections on initiatives in the planning inspectorate. *Planning Theory and Practice*, *7*(1), 47–62. https://doi.org/10.1080/14649350500497422

[15] Calluso, C., & Devetag, M. G. (2024). Discrimination in the hiring process – state of the art and implications for

policymakers. In *Equality, Diversity and Inclusion* (Vol. 43, Number 9, pp. 103–121). Emerald Publishing. https://doi.org/10.1108/EDI-10-2023-0340

[16] Chakraborty, S., & Chatterjee, L. (2020). Rationales of gender diversity management policies and practices in India: an exploratory empirical study in the Indian IT/ITeS industry. *Equality, Diversity and Inclusion*, *39*(6), 667–688. https://doi.org/10.1108/EDI-04-2019-0124.

[17] Dongrey, R., & Rokade, V. (2021). Assessing the effect of perceived diversity practices and psychological safety on contextual performance for sustainable workplace. *Sustainability (Switzerland)*, *13*(21). https://doi.org/10.3390/su132111653.

[18] Dufur, M. J., & Fox Okeke, T. (2024). Being big in the big tent: Is fat social justice part of diversity, equity, and inclusion efforts on college campuses in the United States? *Fat Studies*, *13*(2), 135–152. https://doi.org/10.1080/21604851.2024.2318671

[19] Dźwigoł-Barosz, M., & Leooski, W. (2019). GENDER DIVERSITY AS AN IMPORTANT ELEMENT OF DIVERSITY MANAGEMENT IN MODERN ENTERPRISES: CASE OF POLAND. *Virtual Economics*, *2*(1), 7–30. https://doi.org/10.34021/ve.2019.02.01(1)

[20] Efthymiou, M. (2026). Gender Diversity in Aviation: Barriers, Opportunities, and Pathways for Equity. *Transportation Research Procedia*, *94*, 3–12. https://doi.org/10.1016/j.trpro.2026.01.002

[21] Ergene, E., & Ergene, S. (2025). Organizing for good: cooperatives striving for equity, justice, and ecological well-being. *Society and Business Review*, *20*(2), 293–318. https://doi.org/10.1108/SBR-10-2023-0309

[22] Evans, C. (2012). Recruitment initiatives aimed at increasing the gender diversity within ITEC employment: Not so gender neutral? *Equality, Diversity and Inclusion*, *31*(8), 741–752. https://doi.org/10.1108/02610151211277608

[23] Ferrary, M. (2021). Gender Diversity and Firm Performance: Is There a Relationship at Middle Management and Staff Levels? Gender Diversity and Firm Performance: Is There a Relationship .... *Academy of Management Proceedings,* (August 2019).

[24] Fink, J. S. (2008). Gender and sex diversity in sport organizations: Concluding comments. *Sex Roles*, *58*(1–2), 146–147. https://doi.org/10.1007/s11199-007-9364-4

[25] Foley, M., & Williamson, S. (2018). Do anonymizing job applications reduce gender bias? Understanding managers' perspectives. *Gender in Management*, *33*(8), 623–635. https://doi.org/10.1108/GM-03-2018-0037

[26] Friman, U., & Ståhl, M. (2025). 'Much better than the rest of the world, but there is still a lot to do': Promoting gender equality in Nordic esports. *Performance Enhancement and Health*, *13*(4). https://doi.org/10.1016/j.peh.2025.100378

[27] Gaio, L. E., Lucas, A. C., Junior, J. H. P., & Belli, M. M. (2024). Gender diversity in management and corporate financial performance: A systematic literature review. In *Corporate Social Responsibility and Environmental Management* (Vol. 31, Number 5, pp. 4047–4067). John Wiley and Sons Ltd. https://doi.org/10.1002/csr.2793

[28] Gardner, D., Roche, M., Bentley, T., Cooper-Thomas, H., Catley, B., Teo, S., & Trenberth, L. (2020). An exploration of gender and workplace bullying in New Zealand. *International Journal of Manpower*, *41*(8), 1385–1395. https://doi.org/10.1108/IJM-02-2019-0067

[29] Gerged, A. M., Chijoke-Mgbame, A. M., Konadu, R., & Cowton, C. J. (2023). Does the presence of an environmental committee strengthen the impact of board gender diversity on corporate environmental disclosure? Evidence from sub-Saharan Africa. *Business Strategy and the Environment*, *32*(4), 2434–2450. https://doi.org/10.1002/bse.3257

[30] Ghosh, R. (2016). Gender and Diversity in India: Contested Territories for HRD? *Advances in Developing Human Resources*, *18*(1), 3–10. https://doi.org/10.1177/1523422315614929

[31] Grassa, R., Elhout, R., Rafeea, R., Hassan, O. Y., & Humaid Al Suwaidi, S. (2025). Sustainable development goals: investigation of the driving forces underlying the narratives in integrated reports. *Society and Business Review*, *20*(3), 566–591. https://doi.org/10.1108/SBR-08-2024-0283

[32] Groeneveld, S. (2011). Diversity and employee turnover in the Dutch public sector: Does diversity management make a difference? *International Journal of Public Sector Management*, *24*(6), 594–612. https://doi.org/10.1108/09513551111163675

[33] Groeneveld, S., Bakker, V., & Schmidt, E. (2020). Breaking the glass ceiling, but facing a glass cliff? The role of organizational decline in women's representation in leadership positions in Dutch civil service organizations. *Public Administration*, *98*(2), 441–464. https://doi.org/10.1111/padm.12632

[34] Haldorai, K., Kim, W. G., & Li, J. (Justin). (2025). Fitting in or standing out: How neurodivergence, gender, and diversity policies shape hiring decisions. *International Journal of Hospitality Management*, *131*. https://doi.org/10.1016/j.ijhm.2025.104339

[35] Harnois, C. E. (2015). Race, Ethnicity, Sexuality, and Women's Political Consciousness of Gender. *Social Psychology Quarterly*, *78*(4), 365–386. https://doi.org/10.1177/0190272515607844

[36] Hasan, M. (2021). Racist bullying of BAME (Black and Asian Minority Ethnic) women within police services in England: Race, gender and police culture. *International Journal of Police Science and Management*, *23*(2), 182–195. https://doi.org/10.1177/14613557211004619

[37] Hazaea, S. A., Al-Matari, E. M., Farhan, N. H. S., & Zhu, J. (2023). The impact of board gender diversity on financial performance: a systematic review and agenda for future research. In *Corporate Governance (Bingley)* (Vol. 23, Number 7, pp. 1716–1747). Emerald Publishing. https://doi.org/10.1108/CG-07-2022-0302

[38] Herben, F., Kroese, I., & Poell, R. F. (2026). Exploring team leaders' learning paths for developing gender diversity intelligence. *Human Resource Development International*. https://doi.org/10.1080/13678868.2026.2655459

[39] Inegbedion, H., Sunday, E., Asaleye, A., Lawal, A., & Adebanji, A. (2020). Managing Diversity for Organizational Efficiency. *SAGE Open*, *10*(1). https://doi.org/10.1177/2158244019900173

[40] Johansen, M., & Zhu, L. (2017). Who Values Diversity? Comparing the Effect of Manager Gender Across the Public, Private, and Nonprofit Sectors. *American Review of Public Administration*, *47*(7), 797–809. https://doi.org/10.1177/0275074016634201

[41] Johansson, J., Tienari, J., & Wickström, A. (2023). The power and burden of representing diversity in a performing arts organization: A recognition-based approach. *Gender, Work and Organization*, *30*(6), 2014–2032. https://doi.org/10.1111/gwao.13040

[42] Jones, K. (2020). Interpretations of Gender Bias in the Technology Sector Does Bias Impact Organizational Attractiveness? *The International Journal of Diversity in Organizations, Communities and Nations: Annual Review ONDIVERSITY.COM VOLUME*, *19*(1). https://doi.org/10.18848/1447-9532/CGP

[43] Joo, M. K., Lee, J. Y., Kong, D. T., & Jolly, P. M. (2023). Gender diversity advantage at middle management: Implications for high-performance work system improvement and organizational performance. *Human Resource Management*, *62*(5), 765–785. https://doi.org/10.1002/hrm.22159

[44] Kang, G. (Grace), Xiu, L., & Roline, A. C. (2015). How do interviewers respond to applicants' initiation of salary negotiation? An exploratory study on the role of gender and personality. *Evidence-Based HRM*, *3*(2), 145–158. https://doi.org/10.1108/EBHRM-11-2013-0034

[45] Karakowsky, L., Masood, H., & Chummar, S. (2025). Revenge revisited: constructive retaliation as a response to workplace injustice. *Society and Business Review*. https://doi.org/10.1108/SBR-08-2024-0268

[46] Kaur, S. (2024). How does age and gender of the employees influence human resource practices–employee competencies relationship? *Evidence-Based HRM*, *12*(3), 683–703. https://doi.org/10.1108/EBHRM-05-2023-0119

[47] Kaushik, N., Sharma, A., & Kaushik, V. K. (2014). Equality in the workplace: A study of gender issues in Indian organisations. *Journal of Management Development*, *33*(2), 90–106. https://doi.org/10.1108/JMD-11-2013-0140

[48] Kemechian, T., Sigahi, T. F. A. C., Martins, V. W. B., Rampasso, I. S., de Moraes, G. H. S. M., Serafim, M. P., Leal Filho, W., & Anholon, R. (2023). Towards the SDGs for gender equality and decent work: investigating major challenges faced by Brazilian women in STEM careers with international experience. *Discover Sustainability*, *4*(1). https://doi.org/10.1007/s43621-023-00125-x

[49] Kemp, L., & Kumra, S. (2019). How to develop a research agenda in two days: "Gender in organizations in the MENA region Think Tank." *Equality, Diversity and Inclusion*, *38*(8), 814–824. https://doi.org/10.1108/EDI-06-2019-0184

[50] Kincaid, H. (2018). Debating the Reality of Race, Caste, and Ethnicity. *Philosophy of the Social Sciences*, *48*(2), 139–167. https://doi.org/10.1177/0048393117742878

[51] Koç, D. E., Solanas, J., Dağıstan, S. Y., & Arici, H. E. (2025). Diversity, equity, and inclusion in the hospitality and tourism workplace: A quantitative systematic literature review. *International Journal of Hospitality Management*, *128*. https://doi.org/10.1016/j.ijhm.2025.104171

[52] Kroes, J., Land, A., Manikas, A. S., & Klein, F. (2025). Gender diversity and injustice among supply chain executives: exploring outcomes that advance social justice. *International Journal of Operations and Production Management*, *45*(3), 677–699. https://doi.org/10.1108/IJOPM-06-2023-0524

[53] Kyriakidou, O. (2011). Gender, management and leadership. *Equality, Diversity and Inclusion: An International Journal*, *31*(1), 4–9. https://doi.org/10.1108/02610151211201296

[54] Lill, L. (2020). Staff shortages in Swedish elderly care – reflections on gender and diversity politics. *International Journal of Migration, Health and Social Care*, *16*(3), 269–278. https://doi.org/10.1108/IJMHSC-04-2019-0042

[55] Lo Bue, M. C., Le, T. T. N., Santos Silva, M., & Sen, K. (2022). Gender and vulnerable employment in the developing world: Evidence from global microdata. *World Development*, *159*, 106010. https://doi.org/10.1016/j.worlddev.2022.106010

[56] Ly-Le, T. M. (2022). Hiring for gender diversity in tech. *Journal of Management Development*, *41*(6), 393–403. https://doi.org/10.1108/JMD-11-2021-0322

[57] Mahajan, R., Bleijenbergh, I., & Benschop, Y. (2024). Towards inclusive gender diversity training – a critical framework. *Equality, Diversity and Inclusion*, *44*(9), 1–17. https://doi.org/10.1108/EDI-04-2024-0134

[58] Meyer, S. J., & Elias, N. M. (2023). Rainbow Research: Challenges and Recommendations for Sexual Orientation and Gender Identity and Expression (SOGIE) Survey Design. *Voluntas*, *34*(1), 84–90. https://doi.org/10.1007/s11266-021-00436-5

[59] Mousa, M. (2021). Does Gender Diversity Affect Workplace Happiness for Academics? The Role of Diversity Management and Organizational Inclusion. *Public Organization Review*, *21*(1), 119–135. https://doi.org/10.1007/s11115-020-00479-0

[60] Murat Yildirim, T. (2020). Gender and Agenda Diversity: Cognitive Differences in Representatives' Information Processing. *Policy Studies Journal*, *48*(2), 327–341. https://doi.org/10.1111/psj.12295

[61] Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, *27*(7), 941–966. https://doi.org/10.1002/job.413

[62] Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, *56*(6), 1754–1774. https://doi.org/10.5465/amj.2009.0823

[63] Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., … Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. In *BMJ* (Vol. 372). BMJ Publishing Group. https://doi.org/10.1136/bmj.n71

[64] Patrick, H. A., & Kumar, V. R. (2012). Managing workplace diversity: Issues and challenges. *SAGE Open*, *2*(2), 1–15. https://doi.org/10.1177/2158244012444615

[65] Peng, X., Li, J., Liu, Y., Tang, Q., & Lan, Y. C. (2025). Corporate gender diversity and carbon reduction: the moderating effect of national culture. *Applied Economics*. https://doi.org/10.1080/00036846.2025.2467286

[66] Piggott, L. V., & Tjønndal, A. (2024). "It becomes a fight against who I am, rather than what I say": Gender, positionality, and inclusion in esports leadership. *International Review for the Sociology of Sport*, *59*(3), 400–420. https://doi.org/10.1177/10126902231206652

[67] Rahman, M. R., Rahman, M. M., Miraz, M. S. H., & Rabbi, H. M. F. (2025). Stimulating job satisfaction through gender diversity: exploring the impact of HRM practices in the banking sector of Bangladesh. *Journal of Management Development*, *44*(3), 386–414. https://doi.org/10.1108/JMD-06-2024-0197

[68] Ren, X., & Clarke, A. (2025). Shifting Currents of Power: Navigating Gender Inequalities, Internal Networks, and Diversity and Inclusion Policy Effectiveness in an Energy Sector Workplace. *Gender, Work and Organization*, *32*(6), 2252–2272. https://doi.org/10.1111/gwao.70007

[69] Rincke, J., Högn, C., Mayer, L., & Winkler, E. (2026). Preferences for gender in high profile jobs. In *AEA Randomized Controlled Trials*. https://doi.org/10.1257/rct.11352-1.0

[70] Rolin, K. (2011). Diversity and dissent in the social sciences: The case of organization studies. *Philosophy of the Social Sciences*, *41*(4), 470–494. https://doi.org/10.1177/0048393110381212

[71] Santos, M., Luna, M., Reyes, D. L., Traylor, A., Lacerenza, C. N., & Salas, E. (2022). How to be an inclusive leader for gender-diverse teams. *Organizational Dynamics*, *51*(4). https://doi.org/10.1016/j.orgdyn.2022.100914

[72] Satzger, M., & Vogel, R. (2023). Do Inclusive Workplace Policies Foster Employer Attractiveness? Comparative Evidence from an Online Employer Review Platform. *Public Personnel Management*, *52*(4), 566–589. https://doi.org/10.1177/00910260231187536

[73] Sheth, H. (2018). *Impact of Workforce Diversity on Employee Performance with Special Reference to IT, FMCG & Telecom industry in Gujarat*. 1–18.

[74] Shortland, S. (2018). Female expatriates' motivations and challenges: the case of oil and gas. *Gender in Management*, *33*(1), 50–65. https://doi.org/10.1108/GM-02-2017-0021

[75] Smith, M. (2005). Diversity and identity in the non-profit sector: Lessons from LGBT organizing in Toronto. In *Social Policy and Administration* (Vol. 39, Number 5, pp. 463–480). https://doi.org/10.1111/j.1467-9515.2005.00450.x

[76] Spalter-Roth, R. M. (2021). Obstacles to sustaining diversity: Historical context and current experiences of underrepresented minority women and men in sociology and economics. *Sustainability (Switzerland)*, *13*(21).

https://doi.org/10.3390/su132111858

[77] Srivastava, A., & Dixit, S. (2024). Direct and indirect effects of authentic leadership and gender on occupational well-being: mediating role of perceived barriers to career advancement. *Journal of Management Development*, *43*(6), 939–965. https://doi.org/10.1108/JMD-11-2023-0340

[78] Sunar Bukulmez, P., Girginkaya Akdag, S., & Ekin, G. (2025). Aligning the new work environment with OECD Goal 8: a design case of a global automobile brand from Turkey. *Society and Business Review*, *20*(3), 407–436. https://doi.org/10.1108/SBR-07-2024-0227

[79] Taylor, T. (2001). Gender and cultural diversity in sport organizations. *World Leisure Journal*, *43*(3), 31–41. https://doi.org/10.1080/04419057.2001.9674236

[80] Tonelli, M. J., Gomes de Araújo, C., Galante, V., & Gross, A. A. (2025). Naturalizing gender equality? Resistance strategies among male executives in award-winning organizations. *Qualitative Research in Organizations and Management*, 1–22. https://doi.org/10.1108/QROM-12-2024-2901

[81] Tulli-Shah, M., Sayadi, G., Giwa, A., Kandemiri, M., Hurley, N., & Salami, B. (2024). Feminization of equity deserving work in the third sector. *Women's Studies International Forum*, *104*. https://doi.org/10.1016/j.wsif.2024.102897

[82] Tumpa, R. J., Ghanbaripour, A. N., Brotto, G., Amar, J. H. N., Zhang, W., Ghamarimajd, Z., Talebian, N., Sunindijo, R. Y., & Yousefian, P. (2025). Hard Hats and Glass Ceilings: Women's Experiences in the Construction Industry in Developed Western Nations. *Journal of Construction Engineering and Management*, *151*(11). https://doi.org/10.1061/jcemd4.coeng-16286

[83] Wieczorek-Szymańska, A. (2020). Gender diversity in academic sector—Case study. *Administrative Sciences*, *10*(3). https://doi.org/10.3390/admsci10030041

[84] Woodward, A. E. (2008). Too late for gender mainstreaming? Taking stock in Brussels. *Journal of European Social Policy*, *18*(3), 289–302. https://doi.org/10.1177/0958928708091061

[85] Yang, B., Subramanian, N., & Al Harthy, S. (2024). Are gender diversity issues a hidden problem in logistics and supply chain management? Building research themes through a systematic literature review. *Journal of Purchasing and Supply Management*, *30*(5). https://doi.org/10.1016/j.pursup.2024.100937

[86] Yang, I., & Bacouel-Jentjens, S. (2019). Identity construction in the workplace: Different reactions of ethnic minority groups to an organizational diversity policy in a French manufacturing company. *Organization*, *26*(3), 410–431. https://doi.org/10.1177/1350508418812547