

# The Effectiveness of Women's Participation in Relation to Managerial Sustainability for Sustainable Organizational Growth

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## ABSTRACT

This review paper examines the crucial role of women's participation in management and leadership positions, exploring its impact on managerial sustainability and sustainable organizational growth. The paper synthesizes existing literature, identifies key challenges, and discusses the implications of gender diversity on economic performance, decision-making processes, and workplace culture. Through a detailed analysis of theoretical frameworks, case studies, and recent trends, this review provides insights into how organizations can leverage gender diversity to enhance sustainability and achieve long-term growth.

**Keywords:** Women's participation, managerial sustainability, organizational growth, gender diversity, leadership, workplace culture.

## 1. Introduction

In the contemporary business landscape, one of the core objectives for any enterprise is sustainability over time. Longer-lasting value is commonly associated with managerial sustainability, meaning that the environmental (E), social (S) and governance principles play an essential role in integrating their benefits into the company's decision-making process. This way of doing business not only meets ethical obligations, but is also consistent with the increased expectations from shareholders and employees as well [1]. With companies striving to achieve the equilibrium between profits and doing good for society or the planet, their leadership teams are seen as those regulators of that possible sustainable destiny. One of the most powerful pillars for sustainable management is undoubtedly gender diversity in management and, within it, the presence of women occupying leadership positions. Diverse teams' data shows are more innovative, creative and better problem solvers than homogenous groups — all key to developing sustainable business practices [2,3]. Most uniquely, women tend to favour co-operation, values-based decision-making and future focus. These values are closely aligned with the principles of sustainability leadership, making organizations using them much more likely to make decisions based on end goals that benefit all stakeholders. Even though the advantages of having women in leadership positions have been demonstrated time and again, there are fewer women — still only 15 per cent according to surveys this year by Grant Thornton International Business Report — leading teams around the world. Systemic barriers, social norms and stubborn gender stereotypes all play a role in holding women back from the higher echelons of companies. Organisations that have managed to develop female friendly corporate cultures and

integrate women into the boardroom, have demonstrated significant progress in sustainability initiatives implying a strong interconnection between gender diversity at leadership level and sustainable development. A subject of interest is how women’s participation in management relates to managerial sustainability. With the growing awareness on sustainability among organizations, it is essential to understand how gender diversity impacts management practices. The increasing number of females in ownership and leadership positions have shown to be successful for reasons such as improving ethical governance, enhancing risk management, spurring innovation and enriching the kind professional community [4].

This literature review paper further attempted to discuss the sustainability of managerial growth by women, and also how those hints towards sustainable organizational growth. This paper critically reviews existing literature in order to investigate how gender diversity among leadership affects organizational sustainability outcomes. It will also uncover the hurdles women face when rising to management positions and suggest approaches for tackling these so a higher level of gender balance is achieved. This will document a throughout review on theoretical aspects that relate gender diversity to sustainability, an overview about the few numbers of empirical findings and case studies which cover organizations with women in leading positions. Finally, this paper concludes with policy reflected implications and future research directions that would better facilitate the progression of women into management for managerial sustainability.

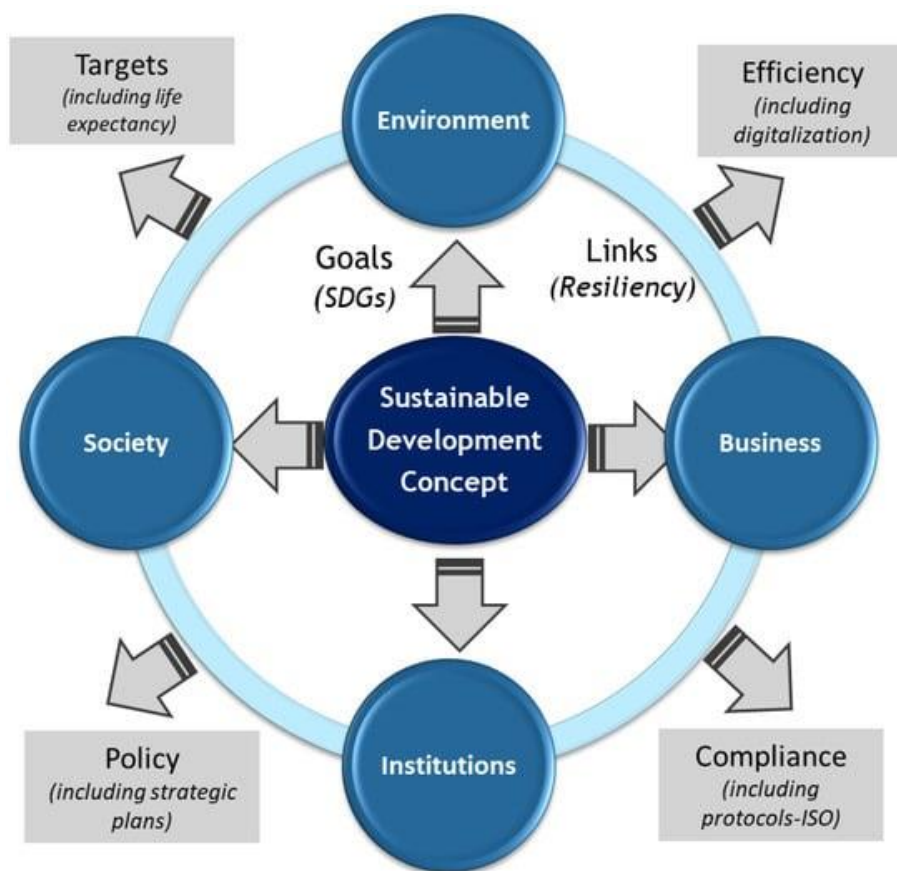


Fig. 1 Depiction of business resilience and sustainability performance[32].

## 2. Literature survey

### 2.1 Historical Perspective

Just as women's positions within the broader culture and corporations have evolved, so has their representation in management. In days of yore, the corporate world was male-centric with women relegated to clerical and support roles. At this time of history, women in management were a rare occurrence and heavily frowned upon leader. One of the key developments in gender diversity within management is attributed to women suffrage movements that emerged across several countries during the early 1900s, contesting traditional gender roles and providing rather increased work opportunities for women. Women began to enter professional rolls around the middle of the 20th century in earnest, largely due to World War II when so many women took jobs that had been opened by men leaving for war. But for many of those that did, the work was temporary and postwar periods saw a return to conventional gender expectations. It was, in fact, the feminist movements of the 1960s and 1970s that heralded a watershed moment — demanding not just gender equity at work but digging deep to challenge the structural barriers preventing women from entering leadership roles. Other legislative changes, such as the Equal Pay Act of 1963 and the Civil Rights Act of 1964 in America created a legal framework that supported an increased likelihood that women would reach higher levels of management. Nevertheless, the proportion of women in senior management positions was still relatively low until the end of century [5]. During the 1980s and into the 1990s, gender diversity caught on as organizations became increasingly convinced about equity issues also seeing commercial advantage in including women at a higher echelon. This era signalled the dawn of formal DEI programs, but advancement was sporadic at best between sectors. Over a couple of decades, Gender Diversity in the Top Management became more and mor relevant as an integral part withing Transforming Corporate Social Responsibility (CSR) and Sustainability strategies adequate for 21st Century. Gender quotas as well, which started out in Europe, such Norway's 40% of women for corporate boards. Despite this, today women have entered management far more than ever but at the apex of organizational leadership they are still significantly underrepresented and certain industries in specific regions continue to be some way off from true gender equality [6,7].

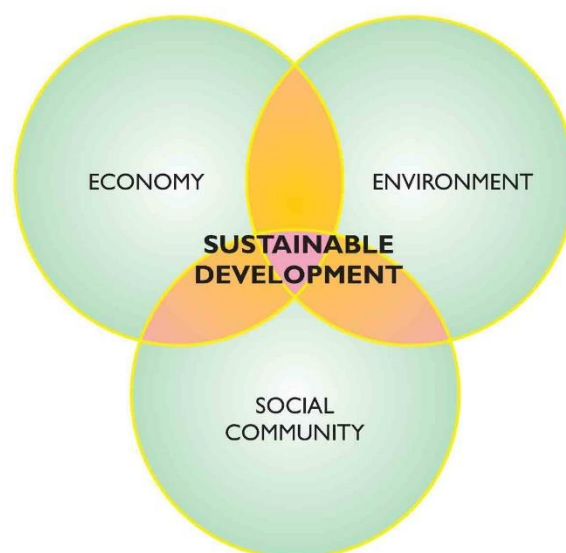


Fig 2 Triple Bottom Lines of Sustainability

## 2.2 Theoretical Frameworks

There are multiple theoretical approaches to exploring the impact of gender diversity in management on organizational outcomes, with each approach highlighting how diverse leadership teams can affect sustainability and business success. A central theory in this context is the Resource-Based View (RBV), which posits that the organizational structure relies on its unique resources and capabilities, including human capital, to maintain its competitive edge. Leadership with a diverse cast of gender is considered empowering, as it can enhance the organization's ability to innovate, find innovative solutions to problems, and adapt to changing market conditions. RBV believes that by having a diverse group of leadership, one can gain greater insight into the different levels of expertise and experiences, leading to more effective strategies for long-term success. Social Role Theory presents a distinct framework that illustrates how gender roles impact behavior and leadership styles. The emergence of communal qualities like empathy, collaboration, and ethical sensitivity are frequently associated with women, particularly in the context of managerial sustainability. The theory proposes that female leaders are more likely to prioritize CSR and sustainable business practices, which could align their leadership with broader societal values and expectations. Gender diversity in organizations is explored through the application of Critical Mass Theory. It suggests that a significant number of women, approximately 30%, are required to create change in organizational culture and decision-making processes. If the women become critical enough, they can make a significant impact on organizational sustainability and performance by altering dominant culture or leadership practices. Stakeholder Theory is a useful framework that emphasizes the importance of considering the needs and interests of all stakeholders in organizational decision-making, including employees themselves as well as customers such as Baker Hughes (whose company has been named after her) and suppliers like the general public. Leaders who are of diverse genders often have the ability to engage with a diverse group of stakeholders and develop strategies that balance financial, social, and environmental objectives. An inclusive approach to leadership is in close contact with the principles of managerial sustainability. In addition, Intersectionality Theory emphasizes the importance of taking into account various aspects of identity such as race, class and gender to better understand how individuals experience and influence organizational dynamics. Women's experiences in leadership positions are shaped by their identities, as stated through this theory. To promote gender diversity in management, it is necessary to address the unique challenges faced by women from different backgrounds and cultural contexts within organizations. By taking these theoretical frameworks as a whole, we can begin to understand how gender diversity in management impacts organizational outcomes, particularly in terms of sustainability. They argue that women's leadership can improve managerial sustainability by promoting more inclusive, ethical and innovative approaches to business management {8-12}. "

## 3. Impact of Women's Participation

### 3.1 Economic Impact

Studies have demonstrated that women's involvement in management can significantly enhance both economic performance and organizational profitability. Studies have shown that companies with more diversity in their management and board levels are more likely to be financially successful than those with fewer female employees. Many factors contribute to this performance, such as better market insight and greater understanding of consumers who share diverse viewpoints with a wider range of customers. The presence of women in management enables companies to better understand and meet the needs of their customers, as they are responsible for making significant decisions on product and service choices. This benefits both businesses and consumers alike[13].

Innovative teams that are characterized by diversity tend to engage in innovative problem-solving activities by merging different viewpoints and approaches to challenges. The diversity of ideas promotes innovation, resulting in the creation of new products, services, and business models that increase profitability [14,15].

Elevated Risk Management: Women in leadership positions tend to combine caution with strategic thinking to achieve greater control of risk. The outcome can be better-planning decisions that shield the organization from financial risks, while also pursuing lucrative opportunities[16].

Improved financial performance is linked to a higher proportion of women in top management, as per research conducted by organizations like McKinsey & Company and Credit Suisse.

### **3.2 Decision-Making**

The inclusion of women in management enables organizations to make more effective decisions with greater effectiveness. By bringing together diverse leadership teams, they offer a wider range of experiences, perspectives, and problem-solving skills, leading to more comprehensive and balanced decisions. Women's involvement in decision-making has implications for various aspects of organizational strategy:

Women tend to have broader perspectives on issues, considering a greater variety of factors and potential outcomes, than men. It leads to better decisions being made when taking into account different stakeholder (employees, customers and the community)[17,18].

The inclusion of diversity in decision-making teams can foster innovative thinking. Women tend to be more open-minded and offer innovative solutions, pushing the organization towards new opportunities and breaking away from traditional or outdated practices [19,20]

Women leaders tend to have a strategic mindset, with fewer immediate goals and more focused attention on sustainability and business decision-making. To remain competitive in the global market, organizations must possess strategic foresight to effectively anticipate future challenges.

Governance practices: Women leaders are often regarded as having more moral authority. By taking into account social and environmental factors, they are more inclined to engage in responsible governance practices that prioritize the management of business.

The strategic capabilities of the organization are enhanced by these decisions, which also help to establish a flexible business framework that can support long-term expansion.

### **3.3 Workplace Culture**

The participation of women in management has a profound influence on workplace culture, contributing to a more inclusive, equitable, and supportive environment. The presence of women in leadership roles impacts several key aspects of organizational culture:

Inclusive Culture: Women in management positions are often champions of diversity and inclusion, advocating for policies and practices that support a more equitable workplace. This can lead to the establishment of more inclusive hiring practices, the promotion of work-life balance initiatives, and the creation of environments where all employees feel valued and supported.

Employee Satisfaction: A diverse leadership team can positively affect employee morale and job satisfaction. Employees are more likely to feel motivated and engaged in a workplace that reflects diversity and promotes equal opportunities for advancement. This sense of inclusion and representation can increase loyalty and reduce turnover rates.

**Mentorship and Development:** Women leaders often serve as mentors and role models, particularly for other women in the organization. Their presence can inspire and empower more women to pursue leadership roles, creating a virtuous cycle of talent development and leadership growth within the company[21].

**Workplace Retention:** Organizations with gender-diverse leadership tend to have better retention rates, as they foster a culture of respect, collaboration, and support. Employees are more likely to stay with a company that values diversity and creates opportunities for growth and development.

Overall, women's participation in management leads to the development of a workplace culture that is more collaborative, equitable, and conducive to long-term success. This positive culture not only enhances employee well-being but also contributes to the overall sustainability of the organization.

#### **4. Challenges and Barriers**

Despite the clear benefits of women's participation in management, significant challenges and barriers continue to hinder their advancement into leadership roles. These barriers can be categorized into structural, cultural, and personal factors that collectively limit women's opportunities and impact within organizations[22].

##### **4.1 Structural Barriers**

Structural barriers are deeply embedded in organizational practices and policies that disproportionately disadvantage women. These include:

**Bias in Hiring and Promotion:** Women often face implicit and explicit biases in hiring and promotion processes, where they may be perceived as less competent or committed compared to their male counterparts. This bias can result in fewer opportunities for women to advance to management roles.

**Lack of Flexible Work Arrangements:** Many organizations still operate under traditional work structures that do not accommodate the needs of women, particularly those with caregiving responsibilities. The absence of flexible work arrangements, such as remote work or flexible hours, can make it difficult for women to balance work and family responsibilities, limiting their career progression.

**Unequal Access to Networking Opportunities:** Professional networks are crucial for career advancement, yet women often have less access to these networks compared to men. This lack of access can hinder their ability to gain visibility, secure mentorship, and access leadership opportunities.

##### **4.2 Cultural Barriers**

Cultural barriers are rooted in societal norms and organizational cultures that perpetuate gender stereotypes and biases. These include:

**Stereotypes and Gender Norms:** Persistent stereotypes about gender roles can lead to the underestimation of women's leadership potential. Women are often judged more harshly than men, with their successes attributed to external factors and their failures seen as evidence of incompetence.

**Organizational Culture:** In many organizations, the prevailing culture is still male-dominated, which can create an environment where women feel excluded or marginalized. This culture can be resistant to change, making it difficult for women to assert themselves and succeed in leadership roles[23].

**Work-Life Balance Expectations:** Cultural expectations regarding work-life balance disproportionately affect women, who are often expected to prioritize family responsibilities over their careers. This can

lead to a double burden, where women must juggle both work and home responsibilities, making it challenging to meet the demands of leadership roles.

### 4.3 Personal Barriers

Personal barriers, often intertwined with structural and cultural factors, also play a role in limiting women's participation in leadership. These include:

**Confidence and Self-Perception:** Women are often socialized to be more self-critical and less confident in their abilities compared to men. This can result in a reluctance to pursue leadership opportunities or to assert themselves in competitive environments.

**Lack of Mentorship and Sponsorship:** Women frequently report a lack of mentorship and sponsorship, which are critical for career advancement. Without access to mentors who can provide guidance and sponsors who can advocate for their advancement, women may struggle to navigate the corporate ladder.

**Balancing Ambition with Family Responsibilities:** Many women face the challenge of balancing their career ambitions with family responsibilities. The societal expectation that women should be primary caregivers can lead to difficult choices between pursuing leadership roles and fulfilling family obligations[24].

| Category                   | Challenges and Barriers                    | Description   | Examples  |
|----------------------------|--|---|---|
| <b>Structural Barriers</b> | Bias in Hiring and Promotion               | Women often face both implicit and explicit biases in hiring and promotion processes, leading to fewer opportunities for advancement.                                     | Women being overlooked for promotions in favor of male colleagues; biased recruitment practices.    |
|                            | Lack of Flexible Work Arrangements         | Traditional work structures that do not accommodate flexible hours or remote work can disproportionately affect women, especially those with caregiving responsibilities. | Rigid office hours that do not allow for flexible schedules or remote work options.                 |
|                            | Unequal Access to Networking Opportunities | Limited access to professional networks and mentors can hinder women's visibility and career advancement.   | Women having fewer opportunities to network with senior executives or attend industry events.       |
|                            | Inadequate Parental Leave Policies         | Insufficient or non-inclusive parental leave policies can create barriers for women to take necessary time off, affecting their career advancement.                       | Short or non-existent parental leave policies that do not support both mothers and fathers equally. |
| <b>Cultural Barriers</b>   | Stereotypes and Gender Norms               | Persistent stereotypes about gender roles can undermine   | Assumptions that women are less suited for  |

|                          |   |  |  |
|--------------------------|---|--|--|
|                          |   | women's leadership potential and contribute to biased perceptions.   | leadership roles or more focused on family than career.  |
|                          | Organizational Culture                          | Male-dominated organizational cultures can create environments where women feel excluded or face resistance in leadership roles.                     | Work environments that favor male leadership styles or fail to support work-life balance.                                |
|                          | Work-Life Balance Expectations                  | Societal expectations around work-life balance often disproportionately affect women, leading to added pressures that can impact career progression. | Expectations that women should prioritize family responsibilities over career ambitions.                                 |
|                          | Lack of Support for Career Development          | Organizations may not provide adequate resources or support for women's career development, such as training, mentorship, or leadership programs.    | Limited access to professional development programs or leadership training for women.                                    |
| <b>Personal Barriers</b> | Confidence and Self-Perception                  | Women may have lower confidence levels compared to men due to societal norms and self-perception issues, which can impact their career progression.  | Women underestimating their abilities or feeling less qualified compared to male counterparts.                           |
|                          | Lack of Mentorship and Sponsorship              | Without adequate mentorship and sponsorship, women may struggle to navigate career advancement and access leadership opportunities.                  | Absence of senior leaders who advocate for or mentor women within the organization.                                      |
|                          | Balancing Ambition with Family Responsibilities | The expectation for women to manage family responsibilities can create challenges in pursuing and succeeding in leadership roles.                    | Women facing difficulties in balancing demanding careers with family obligations, leading to reduced career progression. |
|                          | Self-Advocacy and Negotiation Skills            | Women may face challenges in advocating for themselves or negotiating for promotions and salary increases compared to their male counterparts.       | Women being less likely to negotiate for higher salaries or promotions due to lack of confidence or support.             |
|                          | Perceived Lack of Work-Life Integration         | Women may perceive that leadership roles require sacrifices in work-life integration, leading to reluctance to pursue such roles.                    | Perception that achieving a leadership position means compromising personal or family time.                              |



## 5. Managerial Sustainability and Organizational Growth

### 5.1 Sustainability Metrics

Managerial sustainability is a critical aspect of organizational growth, and it is assessed using a variety of metrics that gauge an organization's ability to manage its resources, governance, and stakeholder relationships effectively. These metrics not only reflect the sustainability of managerial practices but also provide insights into how these practices contribute to long-term organizational growth[25].

1. **Environmental, Social, and Governance (ESG) Metrics:** ESG metrics are widely used to evaluate an organization's sustainability practices. These metrics assess how well a company manages its environmental impact, social responsibilities, and governance structures. In terms of managerial sustainability, ESG scores can indicate how effectively leaders integrate sustainable practices into decision-making and operations, directly impacting the company's reputation, stakeholder trust, and long-term viability.
2. **Corporate Social Responsibility (CSR) Initiatives:** CSR metrics measure an organization's commitment to ethical practices, community engagement, and social impact. Companies that score high on CSR metrics often have leadership teams that prioritize sustainability and social responsibility. The alignment of managerial strategies with CSR objectives can lead to enhanced brand loyalty, improved employee morale, and stronger community relations, all of which contribute to sustained organizational growth.
3. **Sustainable Development Goals (SDGs) Compliance:** Organizations increasingly align their strategies with the United Nations' SDGs, which provide a global framework for sustainable development. Metrics that assess compliance with SDGs, such as gender equality (SDG 5), decent work and economic growth (SDG 8), and reduced inequalities (SDG 10), can reflect the effectiveness of managerial practices in promoting sustainability. These metrics highlight the role of leadership in driving progress toward global sustainability goals while ensuring organizational growth.
4. **Financial Performance Indicators:** Traditional financial metrics, such as return on investment (ROI), earnings before interest and taxes (EBIT), and profit margins, are also used to assess managerial sustainability. Sustainable organizations often exhibit steady financial growth, as effective management practices reduce risks, optimize resource use, and enhance long-term profitability. Companies that integrate sustainability into their core strategies typically see improved financial performance over time[26].
5. **Employee Retention and Satisfaction Rates:** Metrics related to employee retention and satisfaction are important indicators of managerial sustainability. High retention rates and positive employee feedback often result from inclusive and supportive management practices, which are essential for fostering a sustainable organizational culture. Organizations that excel in these areas are more likely to experience stable growth, as they can attract and retain top talent, reduce turnover costs, and maintain high levels of productivity.

These sustainability metrics provide a comprehensive view of how managerial practices influence organizational growth. Companies that prioritize sustainability in their leadership decisions tend to perform better in these areas, leading to long-term success and resilience in the face of challenges.

### 5.2 Case Studies

To illustrate the impact of integrating women into leadership roles on sustainability and organizational growth, it is useful to examine case studies of companies that have successfully implemented gender diversity strategies[27].

### 1. **Case Study: Unilever**

Unilever, a global leader in consumer goods, has been at the forefront of integrating sustainability into its core business strategy. The company has made significant strides in gender diversity, with women representing 50% of its management positions globally. Under the leadership of a diverse management team, Unilever has achieved notable sustainability outcomes, including reducing its environmental footprint, enhancing social equity through responsible sourcing practices, and improving overall financial performance. Unilever's commitment to gender diversity and sustainability is evident in its high ESG ratings and consistent inclusion in the Dow Jones Sustainability Index.

### 2. **Case Study: Patagonia**

Patagonia, an outdoor clothing and gear company, is another example of an organization that has successfully integrated women into leadership roles while prioritizing sustainability. The company's leadership team includes a significant number of women who have been instrumental in driving Patagonia's environmental and social initiatives. Patagonia's commitment to sustainability is reflected in its business model, which emphasizes responsible production practices, environmental activism, and community engagement. The company's strong sustainability performance has contributed to its brand loyalty and financial growth, making it a leader in both sustainability and business success.

### 3. **Case Study: Sodexo**

Sodexo, a global food services and facilities management company, has been recognized for its commitment to gender diversity and sustainability. The company has implemented a gender balance program that promotes the advancement of women in leadership roles across the organization. Sodexo's focus on gender diversity has led to positive outcomes in sustainability, including improved employee engagement, enhanced client satisfaction, and better financial performance. The company's leadership in diversity and sustainability has been acknowledged through various awards and high rankings in global sustainability indices.

These case studies demonstrate that organizations that actively promote gender diversity in leadership roles tend to achieve better sustainability outcomes. The integration of women into management positions brings fresh perspectives, innovative solutions, and a stronger commitment to ethical and sustainable business practices, all of which contribute to long-term organizational growth.

## 5.3 Comparative Analysis

A comparative analysis of organizations with varying levels of gender diversity in management provides further insights into the relationship between managerial sustainability and organizational growth.

### 1. **High Gender Diversity vs. Low Gender Diversity:**

Organizations with high levels of gender diversity in management generally perform better on sustainability metrics compared to those with low gender diversity. Studies have shown that companies with diverse leadership teams are more likely to implement comprehensive sustainability strategies, leading to stronger financial performance, higher employee satisfaction, and improved stakeholder relations. For example, companies in the top quartile for gender

diversity on executive teams are 21% more likely to outperform on profitability and 27% more likely to have superior value creation, according to McKinsey & Company.

## 2. Sector-Specific Comparisons:

The impact of gender diversity on sustainability and growth can vary across different sectors. In industries such as technology and finance, where women have historically been underrepresented in leadership roles, companies with higher gender diversity often experience significant improvements in innovation, risk management, and corporate governance. Conversely, in sectors with traditionally high levels of female representation, such as healthcare and education, the benefits of gender diversity are more evident in employee satisfaction and patient/client outcomes, leading to sustained organizational growth.

## 3. Regional Variations:

The relationship between gender diversity and sustainability also varies by region. In countries with strong regulatory frameworks and societal support for gender equality, organizations with diverse leadership teams tend to excel in sustainability and growth. For instance, European companies that have adopted gender quotas for board positions have seen notable improvements in both financial performance and sustainability practices. In contrast, organizations in regions with less emphasis on gender diversity may struggle to realize the same benefits, underscoring the importance of cultural and legal support for gender equality in achieving sustainable growth.

This comparative analysis highlights the significant role that gender diversity plays in promoting managerial sustainability and driving organizational growth. Organizations that embrace gender diversity in leadership are better positioned to achieve long-term success, as they benefit from enhanced decision-making, stronger stakeholder relationships, and a more resilient organizational culture.

## 6. Future Directions

### 6.1 Policy Recommendations

To enhance women's participation in management and promote managerial sustainability through gender diversity, several key policies and practices can be recommended:

**Implement Gender Quotas and Targets:** Organizations should adopt gender quotas or set specific targets for women in leadership positions. Quotas can drive structural changes and ensure that women are represented at all levels of management, contributing to more equitable decision-making processes and improved sustainability outcomes[29].

**Promote Flexible Work Arrangements:** To support women in balancing career and family responsibilities, organizations should offer flexible work arrangements, such as remote work options, flexible hours, and parental leave. This can help retain talented women in management roles and enhance their ability to contribute effectively to organizational sustainability.

**Develop Mentorship and Sponsorship Programs:** Establishing mentorship and sponsorship programs can provide women with the guidance and support needed to advance into leadership roles. Mentorship programs can connect aspiring female leaders with experienced mentors who can offer career advice, while sponsorship programs can ensure that women receive visibility and opportunities for advancement.

**Foster Inclusive Work Environments:** Organizations should create inclusive work environments that value diversity and promote equal opportunities for all employees. This includes implementing anti-discrimination policies, providing diversity training, and ensuring that all employees have access to development and leadership opportunities.

**Enhance Transparency in Promotion Processes:** Transparent promotion processes can help mitigate bias and ensure that women have equal opportunities for advancement. Clear criteria for promotions and regular reviews of promotion practices can help identify and address potential gender biases.

**Support Work-Life Integration:** Encouraging a culture that values work-life integration rather than just work-life balance can contribute to greater job satisfaction and retention. Organizations can support this by promoting policies that accommodate personal needs while still advancing professional goals[30].

## **6.2 Research Gaps**

Despite substantial research on gender diversity and managerial sustainability, there are several gaps that warrant further exploration:

**Longitudinal Studies:** There is a need for longitudinal studies that track the long-term impact of women's participation in management on organizational sustainability and growth. Such studies could provide insights into the enduring effects of gender diversity on various aspects of organizational performance.

**Sector-Specific Research:** While there is general evidence supporting the benefits of gender diversity, more sector-specific research is needed to understand how gender diversity impacts different industries. Research could explore how the effects of gender diversity vary across sectors such as technology, healthcare, and manufacturing.

**Intersectionality:** Further research is needed on the intersectionality of gender with other dimensions of identity, such as race, ethnicity, and socio-economic status. Understanding how these intersecting factors influence managerial outcomes and sustainability can provide a more nuanced view of diversity in leadership.

**Impact of Policy Interventions:** There is a need for research evaluating the effectiveness of various policy interventions aimed at increasing women's participation in management. Studies could assess which policies are most successful in different organizational contexts and how they contribute to sustainability outcomes.

**Cultural and Regional Differences:** Research on the impact of gender diversity on managerial sustainability could benefit from exploring cultural and regional differences. Understanding how varying cultural attitudes towards gender affect managerial practices and sustainability can inform more effective global strategies.

## **6.3 Long-Term Implications**

The long-term benefits of increased women's participation in management are significant for both organizational and societal growth:

**Sustained Innovation and Competitiveness:** Gender-diverse leadership teams are better equipped to drive innovation and remain competitive in the global market. The diverse perspectives and approaches that women bring to management can lead to more creative solutions and adaptive strategies, ensuring long-term organizational success.

Enhanced Organizational Resilience: Organizations with diverse leadership are more resilient and adaptable to change. The inclusive decision-making processes that result from gender diversity can help organizations navigate challenges and seize opportunities more effectively.

Positive Social Impact: Increasing women's participation in management can contribute to broader social equity and economic empowerment. Organizations that promote gender diversity help advance societal goals such as gender equality, improved economic outcomes for women, and more inclusive workplace practices.

Improved Stakeholder Relationships: Gender diversity in management can enhance relationships with stakeholders, including customers, employees, and investors. Organizations that demonstrate a commitment to diversity and sustainability are more likely to build trust and loyalty among stakeholders, supporting long-term growth and success[31].

## 7. Conclusion

The women's participation in management is not merely an issue of equity but a strategic imperative for achieving managerial sustainability and fostering sustainable organizational growth. By integrating women into leadership roles, organizations can benefit from diverse perspectives that enhance innovation, decision-making, and long-term success. The evidence suggests that gender diversity contributes to improved financial performance, better workplace culture, and more effective sustainability practices. Continued research and policy development are essential to further support gender diversity in management and advance sustainability initiatives. Embracing these practices will enable organizations to harness the full potential of their leadership teams, driving growth and achieving a more sustainable future.

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