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**Gender Diversity in the boardroom and Firm Performance  
of SMEs in China**

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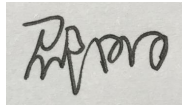
## DECLARATION BY CANDIATE

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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Date : 20 AUGUST 2020

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## **Abstract**

Currently, the low proportion of female managers on the board of directors is one of the most common problems in corporate management. On the one hand, this situation has greatly affected the employment development of women and also attracted the attention of researchers. On the other hand, the imbalance of the gender ratio of managers in enterprise management will also restrict the development of enterprises. However, according to some polls, increasing the proportion of female executives will have a positive impact on companies. For example, Alibaba's Jack Ma also emphasized the importance of gender diversity to businesses. The purpose of this study is to use statistical evidence and empirical research in quantitative analysis to specifically understand the relationship between gender diversity on the development of Chinese SMEs and the positive impact of gender diversity on the development of small and medium-sized enterprises in enterprises. I hope to change the perspective of some organizations that hinder the advancement of women and bring true gender diversity. I also hope to find a win-win gender diversity management strategy and enterprise development method.

**Keywords:** gender diversity; SMEs, positive impact; business management

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## **Chapter 1: Introduction**

### **1.1 Background**

Nowadays, enterprises around the world are discussing a very fascinating subject, which is gender diversity. Gender disparity has almost always been the topic of stories in news coverage in Europe. This subject has been debated extensively all over the years. The disparity between men and women has created a number of problems particularly in recent years, which has contributed to workplace gender diversity and has become the big news and global attention. The benefits of a diverse workforce and leadership team are more evident than ever in today's global marketplace. Likewise, more and more scholars are studying the effect of business gender diversity on company management in the area of corporate management science. Based on general research, the effect of gender diversity on all aspects of growth, performance, operations, and management is positive (Reguera-Alvarado , Fuentes and Laffarga, 2017).

This research shows that gender diversity has become a problem that everyone wants to solve in recent years, but so far, most senior managers and department managers in different industries are still male. For example, 77 percent of global senior managers are male according to the survey results, while 54 percent of corporate executives are male. About a quarter of women have said they have no hope of changing themselves or achieving their goals in their current roles (Kılıç and Kuzey, 2016). It can be guessed that women now are not satisfied with their job development. In fact, regardless of men and women, the main reason for dissatisfaction with work is limited development opportunities. They have little chance to show their skills and express their ambitions.

Through a survey (Brieger, Francoeur and Welzel et al., 2019), the results show that both men and women believe that company employees' gender diversity is effective to the success of the enterprise. Consequently, in response to the situation, the author said it is necessary for the company to re-examine its way of discovering and promoting potential employees, and to determine whether to focus more on male staff.

The person seeking a job should be the most suitable person for this role, but businesses still overlook high-quality female talents with negligence.

For companies, the most important goals are to improve the company's culture, reputation, and ability to attract and retain top talent. As we all know, the team leader is responsible for the recruitment of the company. Since the number of male department managers and senior managers greatly exceeds the number of women, organizations need to take steps to supervise the recruitment of responsible persons, so as to ensure their serious and full participation to realize the benefits of gender equality (Ruiz-Jiménez, del Mar Fuentes-Fuentes, and Ruiz-Arroyo, 2016). More significantly, we also need to ensure that our work atmosphere encourages women to practice their talents and to have the ability to actively try to develop and enhance their strength.

## **1.2 Problem Statement**

A number of problems may be triggered by the severe disparity between men and women in job issues, such as social problems, family issues and two gender disputes. Since the 1990s, some management scientists and sociologists have proposed the concept of encouraging gender diversity in organizations, because if measures are not taken in time, this may exacerbate possible problems. Relevant research scholars have found in recent years that

corporate management's gender diversity will promote the company's growth, and have conducted a follow-up study for several years. After that, some researchers have also said that increasing female managers can improve the efficiency of the enterprise. However, the ratio of men to women in most companies, especially middle and senior management, is still very different (Sun, Ma and Zhang et.al, 2018). This is partly because companies have little knowledge of gender diversity management, and partly because they do not know how to promote the development of gender diversity. Then this article is based on these problems, make relevant analysis, and provide constructive suggestions on how to solve the problem.

Specifically, because of the differences in thinking between men and women,

improving the gender diversity of the company's board of directors has many positive effects on the company. The first is that the gender diversity of the board of directors affects corporate decision-making. Psychologists analyze that male leaders pay more attention to the benefits of the company, while female leaders pay more attention to the working atmosphere and long-term development of the company. If there are more men in the company's leadership and fewer women, there will be some negative problems in the company's decision-making level, which is not conducive to the long-term development of the company. Secondly, on the economic benefit level of the enterprise, many data show that effectively increasing the diversity of the management staff of the enterprise is conducive to improving the performance of the enterprise. The issue of gender diversity can be seen as part of the corporate culture, and an inclusive enterprise that respects equality between men and women will have better room for development. Finally, in terms of employee satisfaction, an enterprise that restricts women's development will greatly reduce the satisfaction of female employees of the company, because there is not enough room for development, and it may eventually lead to difficulties in recruiting female employees. Will lead to job satisfaction for male employees.

### **1.3 Research Objectives**

The main purpose of my research is to examine the impact of increasing corporate diversity on the management and development of Chinese SMEs from three main perspectives.

RO1: To examine the impact of corporate board diversity on corporate decision-making

RO2: To examine the impact of corporate board gender diversity on corporate performance

RO3: To examine the impact of corporate board gender diversity on employee satisfaction

### **1.4 Research Questions**

This thesis will use methods of quantitative analysis. To ensure that the analysis

findings are convincing, I intend to use a questionnaire survey to study 50 companies in China (with more than 500 employees) The respondents are divided approximately into three categories: employees, human resources and CEOs. Since these individuals have diverse opinions, they are able to undertake a more detailed study of the business managers' gender diversity. From the viewpoint of these three groups of individuals, I'll address the effect of client gender disparities on businesses. The main issues this study faces are:

RQ1: Does improving the gender diversity of the board of small and medium-sized enterprises in China improve corporate decision-making?

RQ2: Does improving the gender diversity of the board of small and medium-sized enterprises in China increase the company's economic benefits?

RQ3: Does improving the gender diversity of the board of directors of small and medium-sized enterprises in China improve enterprise employee satisfaction?

## **1.5 Significance of the Study**

### **1.5.1 To improve enterprise efficiency**

Two genders people have different ideas, opinions and business experiences in several areas that can solve issues better. Gender diversity is therefore central to every place of work. According to research (Welbourne, Cychota, and Ferrante, 2017) from two different industry, that gender-divergent business units have better financial results than gender-dominated business units. Experts have also found out that financial results would be significantly increased if gender-diversified business divisions are also actively active. Similarly, another companies' diversified and strongly engaged divisions have a net income of 58 percent more than single-sex divisions and less engaged ones. Such findings show that diversity and involvement in gender has a positive effect on the company's revenue.

### **1.5.2 To increase enterprise team management**

Research have shown that business units with high diversity of gender and high engagement are greater than those with low diversity and participation. Managers

need to not only encourage diversity of gender in business units but also build environments that can retain workers. The transparent, trusting and respectful partnership between colleagues and superiors enables employees to turn differences in their opinions, attitudes, abilities, expertise and talents into creative ideas and practices that can move the business forward and thus unleash the power of diversity (Tinsley, Wade and Main et.al, 2017).

Secondly, the study found that gender disparity between the various departments within the organization is very various, which in turn influences the success of these departments in business. To understand the real benefits diversity can offer, leaders and managers must take close note of the gender composition of different business units when planning and implementing diversity-enhancing strategies. The fundamental aim is to build a culture of active participation that will allow men and women to form a trusting relationship and encourage higher-level results.

### **1.5.3 To recognize female job advantages**

The difference between men and women can become the competitiveness of men and women. It is hoped that this study will allow more people to recognize and respect women, and recognize the advantages of women. This is very important for women to get more opportunities at work. Companies that support gender diversity can incorporate this concept into the corporate culture, and can bring the company closer to consumers or target customers, especially female customer groups. Not only that, in this era when everyone is pursuing equality between men and women, the company can make changes first to enhance the brand's popularity and reputation, and ultimately help the company to obtain greater profits (Reddy, S. and Jadhav, A.M., 2019).

### **1.6 Limitations of the Study**

There are two kinds of limitation in my research. The first is that the sample size is too small and the types of surveyed industries are not comprehensive enough, which may lead to the lack of persuasiveness of the data analysis results. The second is that the

time of this follow-up study is too short to compare the data before and after the change of corporate gender diversity through a long-term investigation.

Because of my own reasons, this research is mainly focused on small and medium-sized enterprises in Jiangsu, China. In contrast, there is no opportunity to investigate successful large enterprises, and due to time and workload reasons, I can only choose 150 people from 30 companies to conduct Follow-up investigation, so the sample size is too small, which may cause some factors to be ignored.

In view of the above two limitations, I will increase the reading of references, draw on the same type of research data, and collect the changes in the ratio of men and women in recent years and the changes in company profits before the survey. There is a rough assessment. Recently combined with our survey, an objective relationship analysis is given. This can ensure the maximum reduction of the above two research limitations.

### **1.7 Scope of the Study**

The scope of this article will mainly focus on the impact of the gender diversity of the management of Chinese SMEs on business management. The research object is that employees at all levels of the company feel differently about the gender diversity of the company. Due to time issues and epidemic conditions, this study will only be conducted online. As for the research object, I will choose small and medium-sized enterprises in the city of XUZHOU where I have lived and worked. The first reason is that I am familiar with these enterprises. Another reason is that there is some basis for interpersonal relationships and more on the questionnaire research behind.

### **1.8 Operational Definitions**

#### **(1) Gender proportion in the boardroom (Dependent Variable)**

As shown in Figure 1, gender diversity management of an enterprise can be positioned as whether the ratio of men and women in the company is balanced. According to Campbell and Mínguez-Vera (2008), gender diversity has a great impact on business development, the most influential aspects of which are corporate financial performance, decision-making factors, and employee satisfaction.

#### **(2) Business decision-making (Independent Variable)**

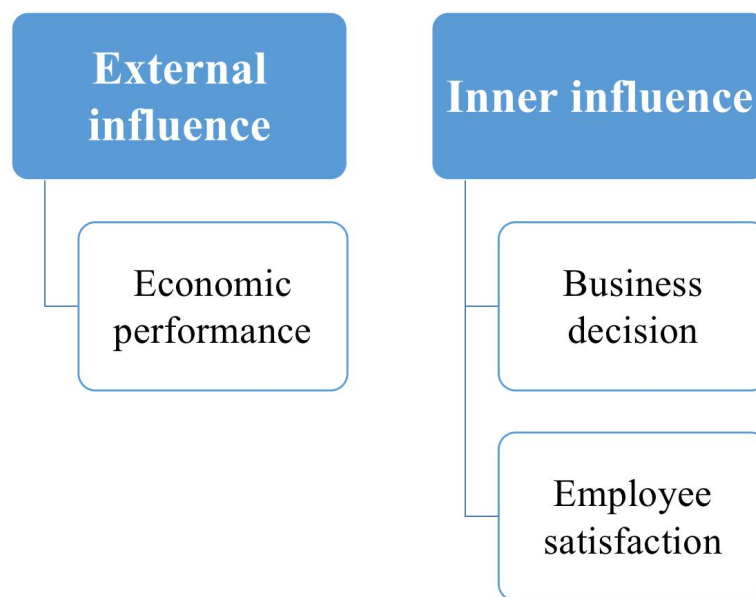
Many people know that the company's decision is decided by the voting of the board members, then the board of directors with different ratios of men and women may have different views on the final decision. Therefore, it is necessary to analyze the impact of gender diversity on enterprises from this aspect.

**(3) Financial performance (Independent Variable)**

Economic impact is the most direct tool for determining whether gender diversity has an impact on business. There are already many scholars studying the impact of gender diversity and corporate economic performance.

**(4) Employee Satisfaction (Independent Variable)**

Employee satisfaction is the most intuitive impact on the internal environment of the company under the current situation of corporate gender diversity. And employee satisfaction will also indirectly affect the company's development and economic performance.



*Figure 1: The impact of gender diversity on companies*



## **Chapter 2: Literature Review**

### **2.1 Gender Diversity in company**

Deborah France-Marcin, Director of the ILO Employers' Activities Bureau. "When you consider the efforts that companies make in other areas to increase profits by two or three percent, the significance is obvious. Companies should consider gender balance as a bottom line issue, not just a human resource issue. "

The definition of gender balance in senior management is that the proportion of any gender in management should be 40%-60% (Adusei, Akomea and Poku, 2017). Similarly, the gender composition of the general labor force should be the same. The report pointed out that when the proportion of women in management and leadership is 30%, the benefits of gender diversity begin to appear. However, nearly 60% of companies fail to achieve this goal, which means that it is difficult for them to enjoy the benefits of gender diversity. In addition, in about half of the companies surveyed, women account for less than one-third of the junior management recruitment, that is, the channel to the senior management may not be able to provide the required talent.

Nearly three-quarters of companies surveyed have equal opportunities or diversity and inclusion policies, but the report states that more specific measures are needed to ensure that women are valued and promoted to the core areas of the company. Deborah France-Macine, Director of the ILO's Employers' Activities Bureau, said that in an era of skills shortage, women are a powerful talent pool, but the company has not yet fully utilized it.

The report also identified some key factors that make it difficult for women to enter decision-making. A corporate culture that needs to be on standby "anytime, anywhere" has a greater impact on women due to the family responsibilities that women have to shoulder; at the same time, it supports policies that are inclusive and work-life balanced (both men and women), such as flexible working hours and maternity leave, Need to be further strengthened (Rao and Tilt, 2016).

Another factor is the "leakage phenomenon", that is, the higher the management level, the lower the proportion of women. "Glass wall" refers to the human resources, INTI International University (2020)

finance and administrative positions that female managers often hold. It is considered to be of low strategic level, and it is difficult to be promoted to CEO or board positions in the future. Less than one-third of the interviewed companies have reached the threshold of one-third of female board members. About one in eight companies reported that all of their board members were men. More than 78% of the CEOs of the companies surveyed are men, and women are mostly small businesses.

"The business case for getting more women into management is persuasive," France-Marcin said. "In an era of skills shortage, the female group is a strong talent pool, but companies are not fully utilized (Ali and Konrad, 2017). Want Smart companies that succeed in the global economy should include achieving true gender diversity as a key part of their corporate strategy. Representatives of business organizations, employers and corporate member organizations must take the lead in promoting effective policies and truly Implementation."

## **2.2 The meaning of gender diversity**

According to estimates by Rogelberg and Rumery (1996), based on the 10-year growth rate of women's boards, it may take 200 years for women to obtain fair representation on the boards of top companies. The author studied the reasons for the insufficient number of women in Fortune 500 companies, and finally found that most of these companies have some discrimination against women entering management. Therefore, it can also be speculated that these companies have not yet implemented strategies to promote gender diversity.

The meaning of this research can be divided into three areas: the significance to women, society, and business (Boubaker, Dang and Nguyen, 2014).

For women themselves, over the years, there have been some inequalities between men and women around the world, which makes women 's lives and work very heavy. Therefore, we support that gender diversity can help women better realize their self-worth and is more conducive to the development of female employees. For society, gender diversity promotes equality between men and women and promotes a harmonious social concept, which can help men and women grow together. Without

prejudice, the distance between the sexes will be closer and the social atmosphere will be better. For enterprises, gender diversity is conducive to team building and the long-term development of enterprises. At work, equal treatment of male and female employees can improve the efficiency of the company.

## **2.3 The Impact of Board Gender Diversity on Business**

### **2.3.1 The relationship between gender diversity and corporate decision-making factors**

This article (Ruiz-Jiménez and del Mar Fuentes-Fuentes, 2016) shows that business performance depends on the quality of business management. The authors found that multiple studies have shown that female managers can help companies develop overall management skills, decision-making processes, and creativity, while evaluating how to enhance business management. When women are managers, they tend to be more human-oriented, fairer, more experienced, and more sensitive to interpersonal interactions. Gender diversity can also help strengthen social connections, create an open working environment and reach a more balanced opinion on issues, which will also generate more ideas and will ultimately increase customer profits very effectively.

Throughout 2017, the voice of support for gender equality has grown in recent years, and the company has gradually realized this recognition (Krivkovich, Robinson and Starikova et al., 2017). The researchers analyzed four years of data from 462 companies and found that although many companies are still committed to achieving gender equality, no significant progress has been made, and progress in gender equality has stalled at work. Among all types of American companies, the proportion of women has hardly increased.

This paper (Chotiyaputta, 2018) highlights the positive impact of women on business management. This result indicates that women have greater job potential. It pointed out that gender diversity not only narrowed the gender gap, but the definition of diversity followed the principles of corporate governance, which is an effective tool.

At the same time, increasing the proportion of women in the board of directors will improve the company's management and financial performance. The author also pointed out that the proportion of female leaders will increase the productivity of enterprises, enhance investor confidence, and improve the company's credibility. The results of the analytical methods used in this article do not prove how gender differences affect a company's financial situation. Due to lack of data support, this is not very attractive.

### **2.3.2 The relationship between gender diversity and corporate economic performance**

With the theme of studying the impact of board diversity on company value, Colgan and Ledwith (2003) found that there is a positive correlation between the presence of female directors and company performance. Their findings prompted a series of studies to check whether this phenomenon also exists in other countries, but the findings are not consistent.

Lisowska (2009) studied the impact of creativity and company credibility on the relationship between gender board diversity and company success. The authors found that the relationship between board gender diversity and company success is not particularly clear. However, the survey results show that there is a close connection between board gender diversity and the enhancement of team innovation capabilities.

In 2016, research companies in South Korea, Malaysia and Singapore tried to monitor the board's gender diversity and the future inherent nature of company performance. The author found that increasing the number of female directors on the board of directors has a positive impact on the company's success. The study increased concerns about gender diversity and reported that the country's attitude towards working women eased this relationship (Marinova, Plantenga and Remery, 2016).

### **2.3.3 The relationship between gender diversity and corporate employee satisfaction**

Scholars on workplace demography have long agreed that the composition of the

workforce can be critical to organizational life and performance. In an important study, "the relative proportions of (social categories) determine the nature of form and interaction and group processes", all of which affect employees' "mental health, attitudes, and even job performance." This view is the basis for extensive research on the implications and consequences of workplace diversity (including gender diversity) (Nielsen and Madsen, 2017).

Opinions on diversity vary, and long-term challenges to organizational demographics challenge optimism about diversity repair inequality, promoting innovation and profitability, noting that organizational diversity often weakens group cohesion, It even leads to conflict. Hostility with colleagues from different categories, so job satisfaction is low. The general opposition between diversity optimists and pessimists seems relatively unmediated. They represent both theoretical/analytic viewpoints and normative attitudes, and usually talk to each other rather than influence and enrich each other.

## **2.4 Theoretical framework**

### **2.4.1 Human capital theory**

The Becker theory of human capital suggested that the schooling, training, expertise, experience or production potential of any person would be beneficial to the business (Kebede, 2017). which named director brings a specific collection of human capital tools, such as experience, prestige, his / her connections with other organizations. All the board of directors and the company support this. The theory suggests that women's appointment to the board of directors of the corporation is necessary as they have the organization's expertise or resources, while men do not.

### **2.4.2 Resource dependence theory**

The theory of resource dependency is an important theory of organization and policy related to management. The theory defines the firm as an open network that depends on external environmental emergencies. Noland, Moran, and Kotschwar (2016) extended the principle of resource dependence to demonstrate that a more diverse

management team contains important resources and can help to achieve better economic outcomes. The resource dependence theoretical theory provides many reasons for promoting board diversification.

Diversified directors, for example, act as links in the external world to key audiences, contributing to the development of more talent. Diversified managers often have valuable insights that can improve managers' communication with the board and help make informed decisions. The board of directors' diversification also sends important positive signals for the food and labor market. Based on resource dependency theory, the latest board diversification research pays special attention to gender, especially gender impacts on economic outcomes.

### **2.4.3 Agency theory**

The theory of agencies is a theory of management and economics that attempts to describe relationships and self-interest in business organizations. This demonstrates how a working relationship is best structured (Rubin, Atwood, and Olson, 2020).

The theory of the agency emphasizes the role of the board of directors in managing and regulating managers and indicates that gender-diversified boards may help to mitigate conflicts with agencies between managers and shareholders. Yes, female directors are more likely than other directors to ask more questions, and may also be more involved and tougher supervisors.

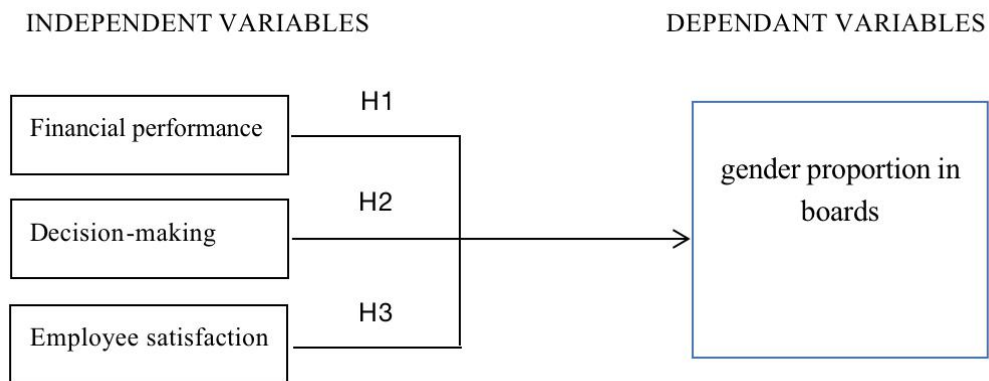
### **2.4.4 Social exchange theory**

The origin of social exchange theory can be traced back to 1958, when American sociologist George Homans published an article entitled "Social Behavior as Exchange." Holmans designed a framework based on a combination of behaviorism and basic economics. In the following years, other studies expanded the parameters of Homans' basic concept.

Social exchange theory is a concept based on the concept of establishing a relationship between two people through a cost-benefit analysis process. This analysis may lead a person to conclude that his or her current relationship is still better than

other relationships that exist there. This decision may also lead to a person reassessing the cost and benefit value of the existing relationship. From a sociological point of view, the application of indicators that jointly establish social communication theory can be an excellent tool for analyzing relationships and human behavior.

## 2.5 Research Framework



*Figure 2: Research Framework*

Figure2 is the framework I will use for this research. My dependent variable is the ratio of men to women on the board of directors, and my independent variable is the impact on the company’ s decision-making factors, the impact of the company’ s economic performance and employee satisfaction.

## 2.6 Hypotheses

Based on the above analysis, we can find that gender diversity is closely related to business development (Morehead Dworkin and Schipani, 2018). Therefore, before starting the study, we can give the following assumptions:

Hypothesis 1:

SMEs in China will have a positive impact on decisions by promoting gender diversity on the board of directors.

Hypothesis 2:

SMEs in China will have a positive impact on company performance by promoting gender diversity on the board of directors.

Hypothesis 3:

SMEs in China will have a positive impact on employee satisfaction by promoting

gender diversity on the board of directors.

## Chapter 3: Research Methodology

### 3.1 Research design

The research design is the basic part of the research work, and its purpose is to provide an effective framework for the subsequent research and provide reference and guidance for the following work. The specific research design of this article can refer to Figure 3.

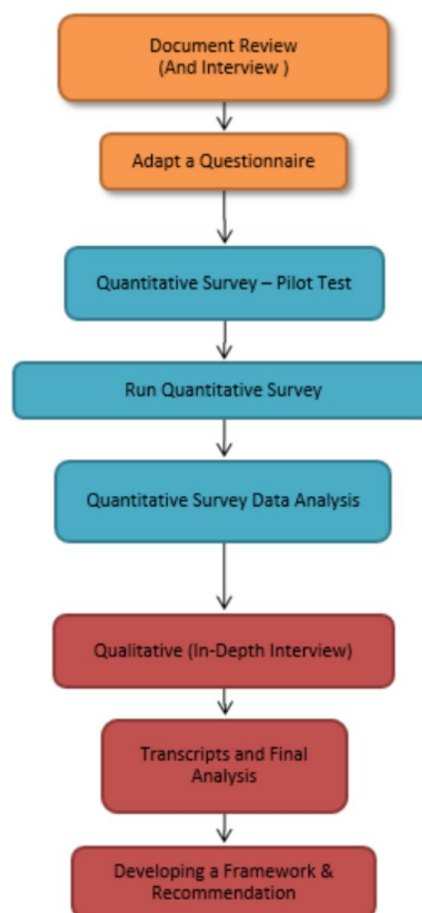


Figure 3: *Research design*

I will use Excel, SPSS 22, Office Word format and other software to deal with quantitative data analysis include data types (Humbert and Gunther, 2017). The study of the data is based on numerical analysis. We need to encode the data for the systematic classification and sorting before analyzing it. I will use SPSS 20.0 software



as a data analysis method to promote the processing of the data collected. All answers had been pre-coded in this report. Select them from the answer list and assign them the number that corresponds to the specific option. This procedure has been extended to any prior problem needing this treatment. Upon completion, insert the data for the next step into the statistical analysis software kit.

Information discovery was carried out using descriptive statistics and graphical analysis under the information review. The research involves exploring the relationships among variables and comparing group interactions. Cross-list / chi-square, correlation, and factor analysis and non-parametric statistics are used for this purpose.

### **3.2 Sampling design**

The analysis will use the basic methods of random sampling and purpose sampling to select representative business and research objects. Simple random sampling can ensure that, based on the reasons for data analysis, each population member has an equal opportunity to choose or accept an answer that may be greater than or equal to the chance. Use sample size determination techniques to obtain the best and most accurate details. In this study, due to the different nature of the industry, we use probability (simple random sampling) and non-probability (convenience, quota, intention and judgment) sampling methods. Therefore, the probability of employees in Xuzhou SMEs is the same, and the subjective influence of the investigator can be excluded.

#### **3.2.1 Study population or target population**

The research population is the employees and board members of Xuzhou SMEs. The reason for choosing Xuzhou SMEs is that SMEs are currently the largest number of enterprises. To some extent, it can represent the status quo of Chinese companies. In addition, Xuzhou, as a second-tier city in China, can represent most similar developing regions in China.

### **3.2.2 Sampling plan and sample size**

Sampling plan means that the investigator takes a small sample from a group of employees for research and then draws a conclusion about the overall conclusion. Select the sample from the population that represents the population, because theoretically, the sample should be representative so that the investigator can accurately estimate the overall thought and behavior.

The definition of population is the board members of Xuzhou SMEs, which can represent the board members of all SMEs in China. It can be understood from some survey respondents that gender diversity is a long-standing problem of an enterprise. Women are more stressful in the workplace than men. Therefore, they are happy to participate in our survey, hoping that our survey results can enhance the company's awareness of gender diversity and ultimately improve the status quo.

Data collection will be conducted by distributing questionnaires to the board members of Xuzhou SMEs. As for probability sampling, when the number of samples increases, the sampling error will increase, but the cost will also increase. The sample size should be determined according to economic conditions, so as not to design too large. According to the survey results of the China SME Database in 2019, there are currently 3.2 million SMEs in China and nearly 2500 SMEs in Xuzhou. According to calculations, the confidence level is set to 95%, the confidence interval is set to 5, and the population Set it to 2500, then we need to select a sample size of 333, which means that 333 questionnaires will be sent out and analyzed after collecting the survey forms of the respondents. In other words, thus the population of this research is 2500, and the required minimum sample size is 333.

Confidence Level:

95% ▼

Population Size:

2500

Margin of Error:

5% ▼

Ideal Sample Size:

333

*Figure 4: Sample calculation*

### **3.2.3 Analysis unit**

Analysis unit refers to the analysis target of the research stage, which can be an individual, a binary group, a group, an organization, and a culture. For example, in this case, the purpose of the research is to find out the factors that influence gender diversity on enterprises. This means that members of the board of directors of Xuzhou SMEs can help us find links between the development status of many SMEs. Therefore, the analysis unit of the study is the small and medium enterprises in Xuzhou, China. Therefore, based on previous research design studies, it can be concluded that the work stress study in this article is a descriptive and relevant study, with unmanned settings and minimal interference, and the unit of analysis is an enterprise, a small and medium-sized enterprise in Xuzhou, China enterprise.

### **3.3 Data collection**

According to the research characteristics, the data of this study comes from two aspects, one is the economic data of the enterprise, which can be on the network platform or. The second is data collection based on quantitative methods. Here, the questionnaire will be distributed to the interviewees for their feedback. The questionnaire will include the basic information of the interviewee, the independent

and dependent variables of the study. Respondents who answered the questionnaire must read each question correctly and choose how to answer each question in the questionnaire according to their preferences (Sekaran and Bougie 2016). The main advantage of using the questionnaire method is that it is cheap and can access more demographic data in a shorter period of time. According to the previous quantitative method, the questionnaire is divided into three parts, A, B and C, where A includes the basic information of the interviewee, B includes the decision-making considerations of the interviewee, and C is the satisfaction of the interviewee with the current gender diversity of the company . This will include independent and dependent variables so that these data can be analyzed by SPSS to obtain readings.

### **3.4 Questionnaire design**

Researchers usually divide the questionnaire into 3 different groups, A, B and C. According to Rowley and Corces (2018), Group A should preferably include the respondent's age, gender, position, business, etc. Where should the group include the ordinal scale or nominal scale. Therefore, for the abstract concepts in Parts B and C, we decided to use the scoring criteria and degree criteria to measure together. Data analysis will be easier in the future.

For example, for Group B's decision-making factors for enterprises, we will set the degree of consideration of each factor, from disagree to strongly agree on a total of five levels. For the satisfaction of C employees, we will set a score to measure the employees' final satisfaction with the company.

### **3.5 Measurement of study**

#### **3.5.1 Pilot test**

The main reason for this test is because the questionnaire was adapted from previous research, so this test was conducted to ensure that the question item is suitable for the study. Therefore, it can detect the weakness of the problem item and provide data for probability samples (Woodard, Berry and Newman, 2017). In addition,, select a small number of subjects from the target population to practice the steps taken for data

collection.

Dikko (2016) said that in the pilot test, the population is very small and improvements can be made. You can consider conducting a trial operation. The appropriate sample size for the pilot study should be around 30 respondents, and analysis of factor analysis and reliability testing. The 30 interviewees who participated in the pilot test may be random people, rather than a specific target group (in this case, the board managers).

#### **3.5.1.1 KMO test**

The purpose of this KMO (Kaiser-Meyer-Olkin) is to measure whether the data is suitable for factor analysis. Based on the data of Hadi, Abdullah and Sentosa (2016), this test measures each variable, and measuring the proportional variance when determining whether there is a common variance is critical to this study. Therefore, the lower the ratio, the better the data that the researcher will perform in the future data analysis, and if the value is less than a variable that the researcher must eliminate, then all values must be greater than 0.6.

#### **3.5.1.2 Community**

This factor analysis is a technique for reducing unnecessary factors that will be identified using the statistical data of each variable in the measurement questionnaire. Therefore, the variable part is all attributed to the common factors, and high community means a unique load factor. In addition, these correlations can be called loads, and the main rule of the load must be greater than 0.7. In addition, many researchers use this factor analysis method when conducting research. These factor analysis tests are completed using SPSS software, where each item in the questionnaire should be greater than 0.6, and any items less than 0.6 should be deleted before continuing the analysis.

#### **3.5.1.3 Characteristic value analysis**

The analysis will represent variables that will consider all common factors measured by adding a square factor to the load. This will construct all of the larger eigenvalues in this study, as well as the factors that make up the smaller values (Pang, Lee and

Ahn,et al, 2020). These factors indicate that there is less common variance. It is also mentioned that this small value in this factor should not be used for further analysis in this study (Inoue and Honda Motor, 2019). Therefore, it is important to check the eigenvalue analysis during the pilot test so that researchers can retain factors that only help them.

#### **3.5.1.4 Reliability test**

The main purpose of reliability testing is to evaluate measurement stability and internal consistency, thereby highlighting measurement errors, so that Cronbach's alpha can be used to assess reliability (Schiefele, Lutz and Barkham et.al, 2017). In addition, a satisfactory level must be around 0.70 and 0.90 to ensure that the reliability of each scale has good and acceptable reliability.

#### **3.5.2 Preliminary test**

##### **3.5.2.1 Factor analysis**

The basic purpose of factor analysis is to describe the relationship between many indicators or factors by using a small number of factors. Using this method, researchers can simplify a set of variables that reflect the nature, state, and characteristics of things into a few factors that can reflect the essential characteristics of things. For example, it is easy to find out the direct impact of gender diversity on companies factor. According to the Kaiser (Braeken and Van Assen, 2017) guidelines: when selecting factors with eigenvalues, it is necessary to consider the number of factors and selection criteria in factor analysis.

The number of questions greater than 1 and used for factor analysis should not exceed 30 questions. The average sharing degree of these items is preferably 0.70 or higher. If the number of test samples is greater than 250, the average sharing degree should be higher than 0.60.

##### **3.5.2.2 Reliability test**

Reliability testing refers to the consistency or stability of the measurement results obtained by the measurement tool and reflects the metrics that reflect the true degree

of the target measurement characteristics (DeVellis, 2016). Generally, Cronbach's alpha can be used to measure its reliability. When the result is 0.7-0.9, the error is small and the reliability is high, so the data is reliable.

### **3.5.2.3 Descriptive statistics**

Descriptive statistical analysis is the analysis of various characteristics of data, which is to describe the different characteristics of the measured sample and the overall characteristics of it (Mishra, Pandey and Singh et al, 2019). Descriptive statistical analysis involves a lot of items, such as mean, standard deviation, median, frequency distribution, etc. This article will use SPSS for descriptive statistical analysis.

### **3.5.3 Hypothesis Testing**

#### **3.5.3.1 Multiple Regression Analysis**

The univariate regression is a regression that sets the influencing factors as independent variables, to interpret the change of dependent variable, and the basic principle and calculation process of multivariate regression are the same as the univariate regression (Ho, Plewa and Lu, 2016). It is the investigation of a quantitative relationship between linear or nonlinear mathematical models of multiple variables and the use statistical analysis methods for sample data (Logan, 2017). In order to ensure that the regression model has excellent explanatory power and predictive influence, while establishing a multiple linear regression models, it should first pay attention to the choice of independent variables, the independent variables are supposed to have a significant influence on the dependent variable, and the correlation between independent variables and dependent variables should be true, with a certain degree of mutual exclusion among the independent variables. Due to the study uses multiple independent variables, it is necessary to use multiple regression analysis.

#### **3.5.3.2 ANOVA**

ANOVA, also known as “Fisher analysis of variances” or “F-test,” was invented by Ronald Fisher, which is to test the significance of differences in the mean of two or

more samples and there are often many factors that restrict but depend on each other (Cleophas & Zwinderman, 2017). The purpose of the analysis of variance is to find out the factors that have a significant influence on the transaction through data analysis, the interactions among the various factors, and the best level of significant influence factors. If the sig. value or the p-value is less than 0.05, it indicates that the independent variable group has statistical significance for the dependent variable.

### **3.5.3.3 Kruskal Wallis test**

It is to detect and detect the uniformity null hypothesis of the overall function distribution and its alternative hypothesis. Generally speaking, for at least two samples, InfinityQS SPC uses KW to test the difference of data changes between multiple sets of data. In other words, KW only deals with the variability of the data displayed on the graph.

### **3.6 Ethical consideration**

In the course of this research, I will observe the following considerations in terms of morality.

Firstly, I will ensure that the data is true and valid

Secondly, I will ensure that this study will not convey unhealthy views, and all the analysis will work hard to promote social harmony and men and women harmony.

Finally, I will guarantee the completeness and originality of this study. Then I will provide a valuable reference for such areas.



## Chapter 4: Research Findings

In this chapter, it studies the influencing factors of gender diversity on corporate development, including financial performance, decision-making aspects and employee satisfaction. I distributed a total of 333 electronic questionnaires, and finally received 260 responses from interviewees from SME companies in Xuzhou, China. The study used SPSS 22.0 software to analyze the survey results. Most importantly, in order to prove the validity and reliability of the questionnaire, a pilot test is necessary. Then, the data will be subjected to Reliability analysis, Descriptive analysis and Exploratory Factor Analysis. Finally, the relationship between the dependent variable and the independent variable is discussed based on the analysis result.

### 4.1 Pilot test

I have completed this analysis before I submit the completed questionnaire to the interviewees. I randomly selected 30 employees working in SME to participate in the pilot test study. The main purpose of this test is because the questionnaire is adapted from previous research, so this test is performed to ensure that the question item is suitable for the research.

#### 4.1.1 Communalities

Communalities		
	Initial	Extraction
Economy Profit	1.000	.709
Corporate reputation	1.000	.566
Team ability	1.000	.553
Risk and loss	1.000	.677
Satisfaction with salary	1.000	.893
Satisfaction with the promotion mechanisms	1.000	.911
Satisfaction with the working atmosphere	1.000	.812

Extraction Method: Principal Component Analysis.

Table 1 : Communalities of pilot test

The results of Table 1 show that all values not exceeding 0.6 will be deleted, and only 0.6 items are displayed in the questionnaire for further analysis. This is to ensure that the number of people in the community is greater than 0.6, which means that it is effective to ask the interviewees. Therefore, the problem is that the corporate reputation and team ability are less than 0.6, so they will be deleted. The load must be 0.6 or higher to be considered valid and can be further analyzed.

#### 4.1.2 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.753
Bartlett's Test of Sphericity	Approx. Chi-Square	119.756
	df	21
	Sig.	.000

Table 2: KMO and Bartlett's Test of Pilot test

Table 2 shows the results of the pilot factor analysis at 0.753. The result is greater than 0.5, which means that the analysis is considered acceptable. Therefore, all the questions provided in the questionnaire are acceptable for further research.

#### 4.1.3 Reliability test

Variables	Cronbach Alpha	Number of items
Decision making (DV)	0.745	4
Employee satisfaction (DV)	0.939	3

Table 3: Reliability test of Pilot test

Reliability testing equipment can be completed by using Cronbach's Alpha. If Cronbach's Alpha value is obtained in the following way, the instrument has a high degree of reliability:

1. If Cronbach's Alpha > 0.90 = very high reliability
2. If Cronbach's Alpha 0.70 to 0.90 = high reliability

3. If Cronbach' s Alpha is 0.50 to 0.70 = high reliability
4. If Cronbach' s Alpha <0.50 = low reliability

Basic decisions for test reliability

Therefore, the decision-making basis for reliability testing is as follows.

1. If Cronbach' s Alpha value > 0.600, it indicates that the questionnaire items are reliable
2. If Cronbach's Alpha value <0.600, it indicates that the questionnaire item is unreliable

According to the Table 3, both values exceed 0.6, therefore, the questionnaire adopted is reliable for distribution.

## 4.2 Descriptive analysis

There were 400 participants in this survey, and 366 valid questionnaires were finally recovered. The descriptive analysis in this chapter will provide information about the gender, position, ratio of men to women on the board, and the impact of gender diversity on the business economy. This frequency distribution will help readers understand descriptive information about the respondents who participated in the questionnaire.

### 4.2.1 Reliability test

Variables	Cronbach Alpha	Number of items
Decision making (DV)	0.704	4
Employee satisfaction (DV)	0.890	3

*Table 4: Reliability test*

As can be seen from the table 4, both values exceed 0.6, therefore, the questionnaire adopted is reliable for distribution. This means that the 366 data collected this time are very reliable.

### 4.2.2 Demographic analysis

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	163	44.5	44.5	44.5
	male	203	55.5	55.5	100.0
	Total	366	100.0	100.0	

*Table 5: Gender ratio*

According to the above Table 5, the total number of respondents participating in the survey is 366, of which 163 are women, accounting for 44.5%, and the rest are men, 203, accounting for 55.5%. This shows that although there are more female respondents, the male and female employees working in SME organizations around Xuzhou are almost equal.

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Member of the board	246	67.2	67.2	67.2
	Employee	120	32.8	32.8	100.0
	Total	366	100.0	100.0	

*Table 6: Position ratio*

According to the above Table 6, the total number of respondents participating in the survey is 366, of which board members are 246, accounting for 67.2%, and the rest are ordinary employees, accounting for 120, accounting for 32.8%. The main research object of this survey is the members of the board of directors, but some of the impact of gender diversity on the company involves every employee, so we have added ordinary employees as our survey objects.

<b>The female ratio of your company board</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-20%	112	30.6	30.6	30.6
	20-40%	91	24.9	24.9	55.5
	40-60%	126	34.4	34.4	89.9
	60-80%	37	10.1	10.1	100.0
	Total	366	100.0	100.0	

*Table 7: Female ration of company*

According to the above Table 7, the total number of respondents participating in the survey is 366. 34.4% of the interviewees have a company with a male-female ratio of 40-60%, and the other 65.6% of the company's male-female ratio is in an unbalanced state.

<b>Gender diversity of corporate boards can affect corporate economic performance</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	21	5.7	5.7	5.7
	3	119	32.5	32.5	38.3
	4	156	42.6	42.6	80.9
	5	70	19.1	19.1	100.0
	Total	366	100.0	100.0	

*Table 8: Attitudes to gender diversity*

According to the above Table 8, in the question "Does gender diversity affect the economic status of an enterprise", we can find from the results that 42.6% of the interviewees believe that the ratio of men to women in an enterprise will strongly affect the economic efficiency of the enterprise. 32.5% of the respondents believe that the gender ratio will affect the economic benefits of enterprises, and 5.7% of the respondents do not believe that there is a relationship between corporate gender diversity and corporate economic benefits. In addition, 19.1% of the interviewees

believed that the relationship between the two is very strong.

The female ratio of your company board * Your company's average revenue growth rate in recent years Crosstabulation											
		Your company's average revenue growth rate in recent years								8	Total
		less than									
		0	0-5%	6-10%	11-15%	15-20%	21-25%	26-30%			
The female ratio of your company board	0-20%	Count	7	28	49	14	7	0	0	7	112
		% of Total	1.9%	7.7%	13.4%	3.8%	1.9%	0.0%	0.0%	1.9%	30.6%
		Total									
	20-40%	Count	0	21	63	7	0	0	0	0	91
		% of Total	0.0%	5.7%	17.2%	1.9%	0.0%	0.0%	0.0%	0.0%	24.9%
		Total									
	40-60%	Count	14	7	28	0	28	49	0	0	126
		% of Total	3.8%	1.9%	7.7%	0.0%	7.7%	13.4%	0.0%	0.0%	34.4%
		Total									
	60-80%	Count	0	0	15	8	7	0	7	0	37
		% of Total	0.0%	0.0%	4.1%	2.2%	1.9%	0.0%	1.9%	0.0%	10.1%
		Total									
Total		Count	21	56	155	29	42	49	7	7	366
		% of Total	5.7%	15.3%	42.3%	7.9%	11.5%	13.4%	1.9%	1.9%	100.0%
		Total									

Table 9: Attitudes between female ratio and average revenue

According to Table 9, we can see that most of the companies with 40-60% female companies have a growth rate of more than 15%. For companies with different male and female ratios, the growth rate is concentrated at 0-10%.

The female ratio of your company board * Gender diversity of corporate boards can affect corporate economic performance Crosstabulation								
		Gender diversity of corporate boards can affect corporate economic performance				Total		
		performance						
		1	3	4	5			
The female ratio of your company board	0-20%	Count	7	63	35	7	112	
		% of Total	1.9%	17.2%	9.6%	1.9%	30.6%	
	20-40%	Count	7	35	42	7	91	
		% of Total	1.9%	9.6%	11.5%	1.9%	24.9%	
	40-60%	Count	7	14	49	56	126	
		% of Total	1.9%	3.8%	13.4%	15.3%	34.4%	
	60-80%	Count	0	7	30	0	37	
		% of Total	0.0%	1.9%	8.2%	0.0%	10.1%	
	Total		Count	21	119	156	70	366
			% of Total	5.7%	32.5%	42.6%	19.1%	100.0%
			Total					

Table 10: Attitudes between female ratio and economic performance

It can be seen from Table 10 that 40-60% of corporate employees are more likely to agree with the importance of gender diversity to companies, with a proportion of

34.4%. Companies with women accounting for 60-80% disagree the most with this view, with only 10.1%.

Count		satisfaction												Total	
		1.00	1.33	1.67	2.00	2.33	2.67	3.00	3.33	3.67	4.00	4.33	4.67		5.00
The female ratio of your company board	0-20%	7	7	7	7	14	43	13	7	0	0	7	0	0	112
	20-40%	0	0	0	21	14	7	27	14	7	1	0	0	0	91
	40-60%	0	0	7	0	0	0	14	0	21	14	7	0	63	126
	60-80%	6	1	0	0	0	0	7	1	0	14	0	8	0	37
Total		13	8	14	28	28	50	61	22	28	29	14	8	63	366

Table 11: Female ratio and employee satisfaction

According to Table 12, the highest employee satisfaction is the company whose female ratio is 40-60%.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	286.100 <sup>a</sup>	21	.000
Likelihood Ratio	295.045	21	.000
Linear-by-Linear Association	40.173	1	.000
N of Valid Cases	366		

a. 12 cells (37.5%) have expected count less than 5. The minimum expected count is .71.

Table 12: Correlation analysis

Correlation between The female ratio of your company board & Your company's average revenue growth rate in recent years. Cause P value <0.05, so there is a correlation between them.

### 4.3 Preliminary Test

#### 4.3.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test of Sphericity	Approx. Chi-Square	1450.725
	df	21
	Sig.	.000

Table 13: KMO and Bartlett's Test

Table 12 shows the results of the pilot factor analysis at 0.783. The result is greater than 0.5, which means that the analysis is considered acceptable. Therefore, all the questions provided in the questionnaire are acceptable for further research.

#### 4.3.2 Communalities

Communalities		
	Initial	Extraction
Economy Profit	1.000	.714
Corporate reputation	1.000	.680
Team ability	1.000	.602
Risk and loss	1.000	.642
Satisfaction with salary	1.000	.882
Satisfaction with the promotion mechanisms	1.000	.555
Satisfaction with the working atmosphere	1.000	.825

Extraction Method: Principal Component Analysis.

Table 14: Communalities

The results of Table 13 show that all values not exceeding 0.6 will be deleted, and only 0.6 items are displayed in the questionnaire for further analysis. This is to ensure that the number of people in the community is greater than 0.6, which means that it is effective to ask the interviewees. Therefore, satisfaction with the promotion mechanisms results are less than 0.6, so they will be deleted.

#### 4.3.3 Component Matrix<sup>2</sup>



Component Matrix <sup>a</sup>		
	Component	
	1	2
Economy Profit	.245	.809
Corporate reputation	.825	-.008
Team ability	.765	.131
Risk and loss	.603	.527
Satisfaction with salary	.911	-.226
Satisfaction with the promotion mechanisms	.712	-.218
Satisfaction with the working atmosphere	.862	-.288

Extraction Method: Principal Component Analysis.  
a. 2 components extracted.

Table 15: Component Matrix2

#### 4.3.4 Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.770	53.850	53.850	3.770	53.850	53.850	3.443	49.188	49.188
2	1.131	16.161	70.011	1.131	16.161	70.011	1.458	20.823	70.011
3	.914	13.064	83.075						
4	.494	7.060	90.136						
5	.338	4.829	94.965						
6	.233	3.327	98.291						
7	.120	1.709	100.000						

Extraction Method: Principal Component Analysis.

Table 16: Total Variance Explained

Table 13 shows that the variables extract a total of two principal components. This cumulative loadings 70.01% means that these two principal components express 70.01% of these seven variables.

### 4.3.5 Rotated Component Matrix2

Rotated Component Matrix <sup>a</sup>		
	Component	
	1	2
Economy Profit	-.056	.843
Corporate reputation	.775	.283
Team ability	.670	.391
Risk and loss	.379	.706
Satisfaction with salary	.933	.109
Satisfaction with the promotion mechanisms	.744	.046
Satisfaction with the working atmosphere	.908	.034
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 17: Rotated Component Matrix2

### 4.3.6 Bivariate analysis

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	747.682			
Final	598.346	149.337	2	.000

Link function: Logit.

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	1519.707	157	.000
Deviance	570.272	157	.000

Link function: Logit.

Pseudo R-Square	
Cox and Snell	.335
Nagelkerke	.368
McFadden	.169

Link function: Logit.

Parameter Estimates								
		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Genderdiversityofcorpora teboardscananaffectcorpora teeconom = 1]	3.692	.682	29.317	1	.000	2.355	5.028
	[Genderdiversityofcorpora teboardscananaffectcorpora teeconom = 3]	6.428	.697	85.130	1	.000	5.062	7.793
	[Genderdiversityofcorpora teboardscananaffectcorpora teeconom = 4]	9.122	.795	131.683	1	.000	7.564	10.680
	Location	1.294	.202	41.019	1	.000	.898	1.690
	satisfaction	.654	.116	31.887	1	.000	.427	.882

Link function: Logit.

Test of Parallel Lines <sup>a</sup>				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	598.346			
General	586.384	11.962	4	.018

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

Table 18: Norminal logistic regression

I only can use Norminal logistic regression to analyze. and according to the data, the P-value less than 0.05, the test of parallel lines does not pass. The parameter estimates are meaningless. Therefore I cannot use bivariate analysis.

## 4.4 Hypothesis Analysis

### 4.4.1 Hypothesis testing ---Normality test

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
The female ratio of your company board	.222	366	.000	.854	366	.000
Gender diversity of corporate boards can affect corporate economic performance	.241	366	.000	.832	366	.000
Your company's average revenue growth rate in recent years	.284	366	.000	.895	366	.000
Economy Profit	.332	366	.000	.718	366	.000
Corporate reputation	.263	366	.000	.817	366	.000
Team ability	.279	366	.000	.819	366	.000
Risk and loss	.296	366	.000	.833	366	.000
Satisfaction with salary	.220	366	.000	.881	366	.000
Satisfaction with the promotion mechanisms	.270	366	.000	.869	366	.000
Satisfaction with the working atmosphere	.228	366	.000	.870	366	.000
decisionmaking	.155	366	.000	.891	366	.000
satisfaction	.140	366	.000	.943	366	.000

a. Lilliefors Significance Correction

Table 19: Normality test

According to the results, the data P value is less than 0.05, so it does not conform to the normal distribution. Therefore, Anova analysis cannot be used. Next, I will use Kruskal Wallis test for hypothesis testing.

### 4.4.2 Kruskal Wallis test

**Independent variable:** The female ratio of your company board

**Dependent variable:**

Gender diversity of corporate boards can affect corporate economic performance;

Company's average revenue growth rate in recent years;

Economy Profit;

Corporate reputation;  
Team ability;  
Risk and loss;  
Satisfaction with salary;  
Satisfaction with the promotion mechanisms;  
Satisfaction with the working atmosphere;  
Decision making;  
Satisfaction;

*Because of the two aspects of decision making and satisfaction in the questionnaire, each aspect contains several small questions. Therefore, in the subsequent analysis, I need to combine several small questions to average, and combine them into one variable. Finally, in the hypothesis test, use this combined value directly to test.*

*So, decision making, = (Economy Profit + Corporate reputation + Team ability + Risk and loss)/4)*

*satisfaction = (Satisfaction with salary + Satisfaction with the promotion mechanisms + Satisfaction with the working atmosphere)/3 )*

H1: There are no significant differences between companies having different ratio of female in the corporate board in terms of employee' s attitude towards Gender diversity of corporate boards can affect corporate economic performance;

H2: There are no significant differences between companies having different ratio of female in the corporate board in terms of a company' s average revenue growth rate in recent years;

H3: There are no significant differences between companies having different ratio of female in the corporate board in terms of a company' s decision making.

H4: There are no significant differences between companies having different ratio of female in the corporate board in terms of employee' s satisfaction.

Test Statistics <sup>a,b</sup>				
	Gender diversity of corporate boards can affect corporate economic performance	Your company's average revenue growth rate in recent years	decisionmaking	satisfaction
Chi-Square	76.182	64.883	183.554	163.612
df	3	3	3	3
Asymp. Sig.	.000	.000	.000	.000
a. Kruskal Wallis Test				
b. Grouping Variable: The female ratio of your company board				

Table 20.: Hypothesis testing statistics

H1: p value  $<0.05$ , so reject the null hypothesis H1. So, there are significant differences between companies having different ratio of female in the corporate board in terms of employee' s attitude towards Gender diversity of corporate boards can affect corporate economic performance;

H2: p value  $<0.05$ , so reject the null hypothesis H2. So, there are significant differences between companies having different ratio of female in the corporate board in terms of a company' s average revenue growth rate in recent years;

H3: p value  $0 < 0.05$ , so reject the null hypothesis H3. Therefore, there are significant differences between companies having different ratio of female in the corporate board in terms of a company' s decision making.

H4: p value  $<0.05$ , so reject the null hypothesis H4. Therefore, there are significant differences between companies having different ratio of female in the corporate board in terms of employee' s satisfaction.

## **Chapter 5: Conclusion and recommendation**

### **5.1 Contribution**

#### **5.1.1 Contribution to Academy**

This research has certain limitations, but it still contributes to related research. Before studying the impact of gender diversity on companies, we must understand the direct impact of gender diversity on all aspects of companies, including corporate economic performance, corporate decision-making, and employee satisfaction.

Although there are many studies on gender diversity, most of them are related to theory, or just discuss the impact of gender diversity on one aspect of enterprises. I found that most journals and literature do not conduct data testing and analysis on multiple variables, so there are limitations in conducting these studies. This study can reduce the gaps in the literature and increase knowledge about gender diversity in the board of directors of small and medium-sized enterprises.

#### **5.1.2 Contribution to Industry**

Small and medium-sized enterprises are very important to the development of the country's economy because they contribute a lot to the country's GDP. Such small and medium-sized enterprises cannot afford employees with a high turnover rate, which will greatly affect the productivity of small and medium-sized enterprises. Therefore, to increase productivity, they must adopt correct, active and healthy corporate management strategies to ensure that employees can maximize the productivity of small and medium-sized enterprises. In addition, incorrect business concepts will have a negative impact on many aspects of the enterprise, thereby affecting the economic benefits of the enterprise. This research will help managers of small and medium enterprises to fully understand and formulate long-term and effective business methods for them. Moreover, when all companies attach importance to the development of gender diversity on the board of directors, it can greatly increase the satisfaction of the company's employees and solve some social

problems.

## **5.2 Future Direction of Research**

We can use different variables from this study to study future research. There are many other variables that can be mentioned in this study, and future studies are encouraged to use different variables from this study. In addition, adjustments such as business operations or age can also be used in future research. We can see if the adjustment effect has a significant impact on variables and relationships.

## **5.3 Limitations of Study or Research**

### **5.3.1 Scope limitation**

The geographical location of the study is limited to downtown Xuzhou, and cannot accurately represent all small and medium-sized enterprises. Because Xuzhou is a third-tier city, there is still a gap compared with the small and medium enterprises in Beijing and Shanghai in China. Secondly, the industry scope of the surveyed companies is not uniform, so there will be some differences, which will eventually affect the results of the survey and analysis.

For example, companies in this survey can be roughly divided into traditional industries and Internet industries. With technological development, the development trend of Internet industry companies is relatively positive, while traditional companies are relatively slow. Even in the same traditional industry, there will be different developments according to market demand. Therefore, comparing these companies together, the result is not very accurate.

### **5.3.2 Data collection limitation**

Due to the epidemic, this survey was completed by distributing electronic questionnaires through the Internet. The subjects of the survey are the contacts I have accumulated in my previous work, as well as qualified small and medium-sized enterprises that my friends and family are looking for together.

Because it is only through the Internet, it is difficult to communicate directly with them, and it is impossible to determine whether they are attentive and objective in



filling out the questionnaire. These may affect the data results.

### **5.3.3 Time Limitation**

According to calculations, I need at least 333 samples. So I sent out 400 questionnaires to guarantee the quantity requirement. In the end, a total of 366 valid copies were collected

For the questionnaire, this is larger than the expected sample size.

Although the sample size is sufficient, because all the questionnaires need to be completed within a limited time, there is no way to choose more surveyed companies. Many survey subjects are in a unified company. If there is sufficient time, I should choose more companies , So the data will be accurate.

### **5.4 Personal Reflection**

MBA project is a big challenge for me. Being able to successfully complete this task, I feel very fulfilled and grateful at this moment. First of all, I want to share that through the completion of this project, I have learned a lot of professional knowledge systematically, which will be of great help to my future studies. Secondly, time management is very important to the project. Whether the time can be arranged reasonably also determines the quality of the project.

Finally, I would like to thank my supervisor Umi Kalsom, who has been helping me solve my confusion and provide guidance from the very beginning. When I didn't know how to continue research, she always guided me very friendly and patiently. She often takes the initiative to ask about the progress of my project in order to make my project complete successfully. In addition, I would like to thank Dr Arasu for giving me some very instructive comments, which made my project more logical and persuasive. At the same time, I would like to thank every interviewee who participated in my research and every student who helped me.

## **5.5 Recommendation**

### **5.5.1 The Chinese government has formulated policies to balance the ratio of men and women in enterprises**

Obviously, female directors are under-represented on the company's board of directors. In response, some countries have enacted gender quota legislation requiring the appointment of female directors on company boards. Gender quota legislation attempts to solve the moral problem, that is, despite equal ability, women are still underrepresented (Brieger, Francoeur and Welzel et.al, 2019). The Norwegian government was the first country to set a 40% female quota in 2003, and Spain set a 40% female quota in 2007. The growing number of countries joining the ranks includes Belgium, Finland, France, Iceland, Israel, Italy, India and Kenya.

Later, some researchers found that increasing the number of female board members had a positive impact on the appointment of women to senior leadership positions. At the same time, it was found that gender diversity had a positive impact on the effectiveness of the Spanish committee, which resulted in positive company performance, and concluded that Spain's legislative actions aimed at improving public status were based on economic efficiency considerations, and the presence of women on the board was reasonable.

Following other countries in the world, India also formulated a gender quota policy in 2014. The quota policy requires at least one female director to serve as a director of a listed company. However, China's current policy on this area is blank, so it is suggested that the Chinese government can formulate some related strategies to solve the problem of the imbalance of the proportion of men and women in enterprises.

### **5.5.2 Change the inherent concept of society**

According to analysis, increasing the proportion of women in the labor market and the board of directors is the right approach (Gull, Nekhili and Nagati et.al, 2018). However, general beliefs are not enough, and some concrete measures are needed, such as spreading the concept of gender diversity through social media and traditional

media. As Mary Dillon, CEO of Ulta, explained: “In order to maintain or expand the diversity of the board, we will continue to actively work to ensure the diversity of board members. Just be aware of your own behavior and make everyone must have Diversity is the primary consideration for action.” The leaders of Genpact and Microsoft both emphasized the importance of flexibility.

### **5.5.3 Enterprises formulate strategies to promote diversified development**

Effectively creating and cultivating positive channels for female candidates is arguably one of the most important ways for successful board inclusive efforts. This means that the company selects employees or board members based on their personal ability (Ben-Amar, Chang and McIlkenny, 2017). As Microsoft Chairman John Thompson pointed out, some of the best candidates may take two to three years to develop. By struggling to understand potential candidates, even those who may not have been for a while, the company will build a foundation for the long-term. At the same time, companies that are open to diversification will benefit from it in the long run.

On the other hand, companies can promote the inclusiveness of the board by preparing their female executives for future board participation: place them in the role of profit and loss responsibility, make sure they have loyal mentors and sponsors, and provide them with Provide the knowledge and skills needed to deal with governance and competition. Strategic issues commonly faced by boards of directors (Poletti-Hughes and Briano-Turrent, 2019). This can create a virtuous circle, thus speeding up the process of board diversification.

### **5.6 Conclusion**

The diversity of the board of directors helps attract and motivate talented employees. As Tiger Tyagarajan of Genpact said: “To attract the best talent into the company, you need to attract 100% of the top talent, not 50%. For this, you need strong female role models.” Good intuition. Especially for retailers, the reality is that women account for more than half of global buyers. Diversifying the board is just a better

business.

Through the analysis of this research, a diversified board of directors can improve the quality of decision-making. Rodney McMullen, Chairman and CEO of Kroger, said that when there are more diverse teams on the board, the quality of discussions will be greatly improved (Adusei, Akomea and Poku, 2017). You will ask questions from a perspective that you have never thought of before, and I think this can help you avoid more blind spots. In addition, it is important to realize that broader gender inclusion at all levels of the company is crucial, such as employee satisfaction and even corporate economic performance. Gender diversity will have a certain impact. Therefore, for companies preparing for long-term development, especially modern companies, promoting gender diversity is a path that must be taken.

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## APPENDIXES

### APPENDIX 1: Initial Research Paper Proposal

INTI International University

Master of Business Administration MGT7998

<b>STUDENT NAME &amp; ID NO</b>	<b>SHAO TIAN TIAN I18016426</b>
<b>BROAD AREA</b>	Management
<b>Concise Title</b>	Gender Diversity in the boardroom and Firm Performance of SMEs in China
<b>Problem Definition</b>	A number of problems may be triggered by the severe disparity between men and women in job issues, such as social problems, family issues and two gender disputes. Since the 1990s, some management scientists and sociologists have proposed the concept of encouraging gender diversity in organizations, because if measures are not taken in time, this may exacerbate possible problems.
<b>Research Questions OR Objectives</b>	RO1: To examine the impact of corporate board diversity on corporate decision-making RO2: To examine the impact of corporate board gender diversity on corporate performance RO3: To examine the impact of corporate board gender diversity on employee satisfaction
<b>Scope of study</b>	The scope of this article will mainly focus on the impact of the gender diversity of the management of Chinese SMEs on business management. The research object is that employees at all levels of the company feel differently about the gender diversity of the company. Due to time issues and epidemic conditions, this study will only be conducted online.
<b>Significance of the Research</b>	To improve enterprise efficiency To enhance corporate team management diversification To recognize women's job advantages

**Literature Review**

Type	Author	Year	Main points
<b>Financial Performance</b>	Adusei, Akomea and Poku	2017	This article shows that the gender diversity of the board has brought new ideas and different skills and perspectives to the company. Therefore, we encourage companies to increase the number of women on the board of directors, which has a positive effect on economic results.
<b>Decision making</b>	Colgan and Ledwith	2015	Research shows that diversity can have an impact on team decisions. The author believes that a team of Caucasian and Asian men and women perform decision-making tasks.
<b>Employee Satisfaction</b>	Lisowska	2019	The role of diversity is to create and maintain a positive working environment so that everyone can realize their potential and contribute to the organization's strategic goals and objectives to the maximum. This is deeply linked to employee satisfaction.
<b>Impact on the company</b>	Nielsen and Madsen	2017	The gender diversity of the corporate board of directors has many influences on the development of the company, which can be roughly divided into internal influences and external influences.

**Research Methodology**

Quantitative analysis method  
 Descriptive analysis  
 Exploratory Factor Analysis

## APPENDIX 2: Viva Slides

### Proposal Defense

Supervisor: Ms. Umi Kalsom

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*Title*

## **Gender Diversity in the boardroom and Firm Performance of SMEs in China**

*Presented by: SHAO TIAN TIAN (118016426)*

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### ***Chapter 1: Background***

- ◆ Today, gender diversity are almost always the topic of European news reports. In today's global market, the benefits of a diverse workforce and leadership team are more obvious than ever.
  - ◆ About a quarter of women said they had no hope of changing themselves or achieving their current goals (Kılıç and Kuzey, 2016). It can be guessed that women are now dissatisfied with their job development.
  - ◆ Gender diversity has become a problem that everyone wants to solve in recent years, but so far, most senior managers and department managers in different industries are still male. For example, according to the survey results, 77% of senior executives worldwide are men, while 54% of company executives are men (Braeken and Van Assen, 2017).
  - ◆ More and more scholars are studying the impact of business gender diversity on company management in the field of company management science. According to general research, the impact of gender diversity on all aspects of growth, performance, operations and management is positive (Colgan, 2016).
-

## ***Chapter1: Problem Statement***

- ◆ Firstly, the gender diversity of the board of directors influences company decision-making. Male leaders are more sensible, they pay attention to the company's interests, while female leaders can pay more attention to details and pay more attention to long-term development. If there are more men and fewer women in the company's leadership, there will be some negative problems in the company's decision-making level, which is not conducive to the company's long-term development .
- ◆ Secondly, from the perspective of the economic efficiency of the enterprise, many data show that effectively increasing the diversity of enterprise management personnel is conducive to improving enterprise performance (Rao and Tilt, 2016).
- ◆ Finally, in terms of employee satisfaction, companies that restrict female development will greatly reduce the satisfaction of female employees in the company, because there is not enough room for development and may eventually recruit female employees. Will lead to job satisfaction for male employees (Nielsen and Madsen, 2017).

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## ***Chapter1: Research Objectives***

RO1: To examine the impact of corporate board diversity on corporate decision-making

RO2: To examine the impact of corporate board gender diversity on corporate performance

RO3: To examine the impact of corporate board gender diversity on employee satisfaction

## *Chapter1: Research Questions*

RQ1: Does improving the gender diversity of the board of SMEs in China improve corporate decision-making?

RQ2: Does improving the gender diversity of the board of SMEs in China increase the company's economic benefits?

RQ3: Does improving the gender diversity of the board of directors of SMEs in China improve enterprise employee satisfaction?

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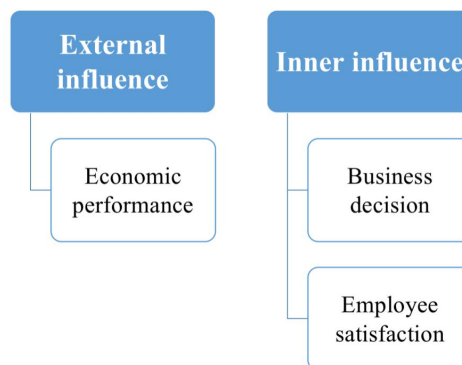
## *Chapter1: Significant of the Study*

- **To improve enterprise efficiency**
- **To enhance corporate team management diversification**
- **To recognize women's job advantages**

## *Chapter 2: Literature Review*

Type	Author	Year	Main points
<b>Financial Performance</b>	Adusei, Akomea and Poku	2017	This article shows that the gender diversity of the board has brought new ideas and different skills and perspectives to the company. Therefore, we encourage companies to increase the number of women on the board of directors, which has a positive effect on economic results.
<b>Decision making</b>	Colgan and Ledwith	2015	Research shows that diversity can have an impact on team decisions. The author believes that a team of Caucasian and Asian men and women perform decision-making tasks.
<b>Employee Satisfaction</b>	Lisowska	2019	The role of diversity is to create and maintain a positive working environment so that everyone can realize their potential and contribute to the organization's strategic goals and objectives to the maximum. This is deeply linked to employee satisfaction.
<b>Impact on the company</b>	Nielsen and Madsen	2017	The gender diversity of the corporate board of directors has many influences on the development of the company, which can be roughly divided into internal influences and external influences.

## *Chapter 2: Literature Review*



## Chapter 2: Literature Review

### Theoretical framework

#### (1) Human capital theory

Becker's theory of human capital believes that anyone's education, training, expertise, experience or production potential will be beneficial to the enterprise (Kebede, 2017).

#### (2) Resource dependence theory

The theory of resource dependence proves that a more diversified management team can help companies achieve better economic results (Woodard, Berry and Newman, 2017).

#### (3) Agency theory

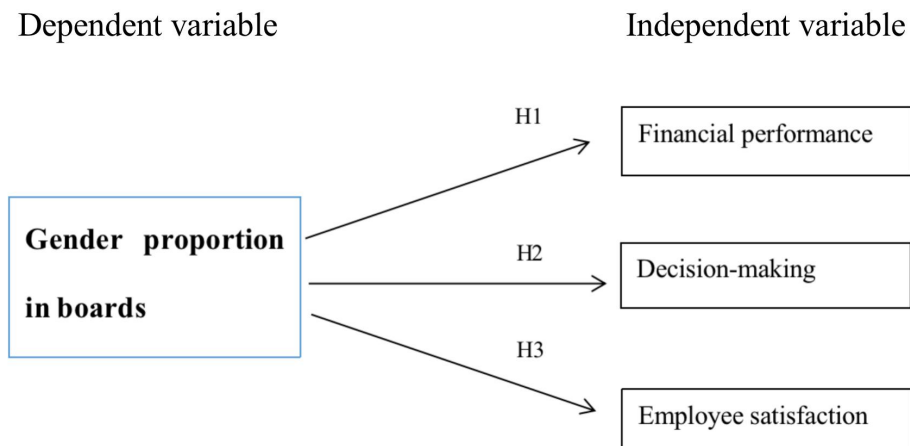
The agency's theory emphasizes the role of the board of directors in managing and managing managers, and points out that a gender-diversified board may help alleviate the conflict between managers and shareholders and the agency.

#### (4) Social exchange theory

Social exchange theory is a sociological and psychological theory that aims to study common social behaviors in the realization of cost-benefit analysis to determine the risks and benefits of the two-party interaction.

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### Chapter2: Research Conceptual Framework



## *Chapter2: Hypothesis of the study*

Hypothesis 1:

SMEs in China will have a positive impact on decisions by promoting gender diversity on the board of directors.

Hypothesis 2:

SMEs in China will have a positive impact on company performance by promoting gender diversity on the board of directors.

Hypothesis 3:

SMEs in China will have a positive impact on employee satisfaction by promoting gender diversity on the board of directors.

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## *Chapter3: Research Methodology*

- Method : Quantitative
  - Research Instrument :Questionnaire
  - Method of Data Collection: Self-administrative
  - Population: XUZHOU, CHINA
- Sampling Method: Non-Probability

- Sample Size : 333 stuff
- Test : SPSS 22
- Analysis: Reliability analysis, Descriptive analysis, Exploratory Factor Analysis

Confidence Level:

95% ▾

Population Size:

2500

Margin of Error:

5% ▾

Ideal Sample Size:

333



## Chapter4: Research Findings

### Pilot testing

Communalities		
	Initial	Extraction
Economy Profit	1.000	.709
Corporate reputation	1.000	.566
Team ability	1.000	.553
Risk and loss	1.000	.677
Satisfaction with salary	1.000	.893
Satisfaction with the promotion mechanisms	1.000	.911
Satisfaction with the working atmosphere	1.000	.812

Extraction Method: Principal Component Analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.753
Bartlett's Test of Sphericity	Approx. Chi-Square	119.756
	df	21
	Sig.	.000

Variables	Cronbach Alpha	Number of items
Decision making (DV)	0.745	4
Employee satisfaction (DV)	0.939	3

## Chapter4: Research Findings

### Descriptive analysis

Variables	Cronbach Alpha	Number of items
Decision making (DV)	0.704	4
Employee satisfaction (DV)	0.890	3

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	163	44.5	44.5	44.5
	male	203	55.5	55.5	100.0
	Total	366	100.0	100.0	

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Member of the board	246	67.2	67.2	67.2
	Employee	120	32.8	32.8	100.0
	Total	366	100.0	100.0	

There were 400 participants in this survey, and 366 valid questionnaires were finally recovered.

**Chapter4: Research Findings**

**Descriptive analysis**

The female ratio of your company board					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-20%	112	30.6	30.6	30.6
	20-40%	91	24.9	24.9	55.5
	40-60%	126	34.4	34.4	89.9
	60-80%	37	10.1	10.1	100.0
	Total	366	100.0	100.0	

**The female ratio of your company board \* satisfaction Crosstabulation**

Count		satisfaction											Total		
		1.00	1.33	1.67	2.00	2.33	2.67	3.00	3.33	3.67	4.00	4.33		4.67	5.00
The female ratio of your company board	0-20%	7	7	7	7	14	43	13	7	0	0	7	0	0	112
	20-40%	0	0	0	21	14	7	27	14	7	1	0	0	0	91
	40-60%	0	0	7	0	0	0	14	0	21	14	7	0	63	126
	60-80%	6	1	0	0	0	0	7	1	0	14	0	8	0	37
Total		13	8	14	28	28	50	61	22	28	29	14	8	63	366

**Chapter4: Research Findings**

**Descriptive analysis**

**The female ratio of your company board \* Your company's average revenue growth rate in recent years Crosstabulation**

		Your company's average revenue growth rate in recent years								Total		
		less than										
		0	0-5%	6-10%	11-15%	15-20%	21-25%	26-30%	8			
The female ratio of your company board	0-20%	Count	7	28	49	14	7	0	0	7	112	
		% of Total	1.9%	7.7%	13.4%	3.8%	1.9%	0.0%	0.0%	1.9%	30.6%	
	20-40%	Count	0	21	63	7	0	0	0	0	91	
		% of Total	0.0%	5.7%	17.2%	1.9%	0.0%	0.0%	0.0%	0.0%	24.9%	
	40-60%	Count	14	7	28	0	28	49	0	0	126	
		% of Total	3.8%	1.9%	7.7%	0.0%	7.7%	13.4%	0.0%	0.0%	34.4%	
	60-80%	Count	0	0	15	8	7	0	7	0	37	
		% of Total	0.0%	0.0%	4.1%	2.2%	1.9%	0.0%	1.9%	0.0%	10.1%	
	Total		Count	21	56	155	29	42	49	7	7	366
			% of Total	5.7%	15.3%	42.3%	7.9%	11.5%	13.4%	1.9%	1.9%	100.0%

Chapter4: Research Findings

Preliminary Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test of Sphericity	Approx. Chi-Square	1450.725
	df	21
	Sig.	.000

Communalities		
	Initial	Extraction
Economy Profit	1.000	.714
Corporate reputation	1.000	.680
Team ability	1.000	.602
Risk and loss	1.000	.642
Satisfaction with salary	1.000	.882
Satisfaction with the promotion mechanisms	1.000	.555
Satisfaction with the working atmosphere	1.000	.825

Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>		
	Component	
	1	2
Economy Profit	.245	.809
Corporate reputation	.825	-.008
Team ability	.765	.131
Risk and loss	.603	.527
Satisfaction with salary	.911	-.226
Satisfaction with the promotion mechanisms	.712	-.218
Satisfaction with the working atmosphere	.862	-.288

Extraction Method: Principal Component Analysis.  
a. 2 components extracted.

Chapter4: Research Findings

Preliminary Test

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.770	53.850	53.850	3.770	53.850	53.850	3.443	49.188	49.188
2	1.131	16.161	70.011	1.131	16.161	70.011	1.458	20.823	70.011
3	.914	13.064	83.075						
4	.494	7.060	90.136						
5	.338	4.829	94.965						
6	.233	3.327	98.291						
7	.120	1.709	100.000						

Extraction Method: Principal Component Analysis.

Chapter4: Research Findings

Bivariate analyse  
Nominal logistic regression

Model Fitting Information					
Model	-2 Log Likelihood	Chi-Square	df	Sig.	
Intercept Only	747.682				
Final	598.346	149.337	2	.000	
Link function: Logit.					

Goodness of Fit			
	Chi-Square	df	Sig.
Pearson	1519.707	157	.000
Deviance	570.272	157	.000
Link function: Logit.			

Pseudo R-Square	
Cox and Snell	.335
Nagelkerke	.368
McFadden	.169
Link function: Logit.	

Parameter Estimates								
		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Genderdiversityofcorporateboardscanaffectcorporateeconomicperformance = 1]	3.692	.682	29.317	1	.000	2.355	5.028
	[Genderdiversityofcorporateboardscanaffectcorporateeconomicperformance = 3]	6.428	.697	85.130	1	.000	5.062	7.793
	[Genderdiversityofcorporateboardscanaffectcorporateeconomicperformance = 4]	9.122	.795	131.683	1	.000	7.564	10.680
	[Genderdiversityofcorporateboardscanaffectcorporateeconomicperformance = 4]	1.294	.202	41.019	1	.000	.898	1.690
Location	decisionmaking	.654	.116	31.887	1	.000	.427	.882
	satisfaction							
Link function: Logit.								

Test of Parallel Lines <sup>a</sup>				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	598.346			
General	586.384	11.962	4	.018

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.  
a. Link function: Logit.

Chapter4: Research Findings

Hypothesis Test

	Tests of Normality					
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
The female ratio of your company board	.222	366	.000	.854	366	.000
Gender diversity of corporate boards can affect corporate economic performance	.241	366	.000	.832	366	.000
Your company's average revenue growth rate in recent years	.284	366	.000	.895	366	.000
Economy Profit	.332	366	.000	.718	366	.000
Corporate reputation	.263	366	.000	.817	366	.000
Team ability	.279	366	.000	.819	366	.000
Risk and loss	.296	366	.000	.833	366	.000
Satisfaction with salary	.220	366	.000	.881	366	.000
Satisfaction with the promotion mechanisms	.270	366	.000	.869	366	.000
Satisfaction with the working atmosphere	.228	366	.000	.870	366	.000
decisionmaking	.155	366	.000	.891	366	.000
satisfaction	.140	366	.000	.943	366	.000

a. Lilliefors Significance Correction

According to the results, the data P value is less than 0.05, so it does not conform to the normal distribution. Therefore, Anova analysis cannot be used. Next, I will use Kruskal Wallis test for hypothesis testing.

**Chapter4: Research Findings**

**Kruskal Wallis test**

Test Statistics <sup>a,b</sup>				
	Gender diversity of corporate boards can affect corporate economic performance	Your company's average revenue growth rate in recent years	decisionmaking	satisfaction
Chi-Square	76.182	64.883	183.554	163.612
df	3	3	3	3
Asymp. Sig.	.000	.000	.000	.000

a. Kruskal Wallis Test  
b. Grouping Variable: The female ratio of your company board

- ✓ H1: There are a significant differences between companies having different ratio of female in the corporate board in terms of a company's average revenue growth rate in recent years;
- ✓ H2: There are a significant differences between companies having different ratio of female in the corporate board in terms of a company's decision making.
- ✓ H3: There are a significant differences between companies having different ratio of female in the corporate board in terms of employee's satisfaction.



**Chapter5: Conclusion and recommendation**

**Conclusion**

- Gender diversity has an impact on the growth rate of enterprises, so gender diversity will affect the economic performance of enterprises.
- Gender diversity is relevant to corporate decision-making factors, and gender diversity will affect corporate decision-making
- Companies with a balanced gender ratio have higher employee satisfaction, so gender diversity will affect employee satisfaction.



**Recommendation**

- ◆ The Chinese government has formulated policies to balance the ratio of men and women in enterprises. Such as Gender quota legislation.
- ◆ Change the inherent concept of society. Like Media communication.
- ◆ Enterprises formulate strategies to promote diversified development.

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THANK YOU

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**Q&A/Comments/Suggestions**

Thanks for your guidance  
Ms Umi and MR Arasu!

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## APPENDIX 3: Questionnaire

### Regarding gender diversity of broad

#### Part A: Basic situation

Q1: Gender

- Male       Female

Q2: Position

- Employee  
 Member of the board

Q3: Industry of company

- Internet  
 Tradition

Q4: The female ratio of your company board

- 0-20%     20-40%     40-60%     60-80%     80-100%

#### Part B: Financial performance

Q5: Gender diversity of corporate boards can affect corporate economic performance

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q6: Your company's average revenue growth rate in recent years

\_\_\_\_\_

#### Part C: Decision-making

Q7: Economy Profit

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q8: Corporate reputation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q9: Team ability

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q10: Risk and loss

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

**Part D: Employee satisfaction**

Q11: Satisfaction with salary

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q12: Satisfaction with the promotion mechanisms

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Q13: Satisfaction with the working atmosphere

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree



## APPENDIX 4: PROJECT PAPER LOG

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

<b>Student Name:</b>	SHAO TIAN TIAN
<b>Supervisor's Name:</b>	Umi Klasom
<b>Dissertation Topic:</b>	Gender Diversity in the boardroom and Firm Performance of SMEs in China

### SECTION A. MONITORING STUDENT DISSERTATION PROCESS

The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

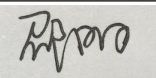

Activity	Milestone/Deliverable Date					
	20/05/2020	1/07/2020	8/07/2020	1/08/2020	8/08/2020	18/08/2020
Finalizing research topic	Completed					
Complete Chapter 1-3		Completed				
Proposal Defence			Completed			
Data Collection, Analysis and				Completed		

complete Chapter 4-5						
Final Project Presentation					Completed	
Final Submission						Completed

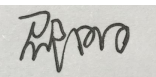
## SECTION B. RECORD OF MEETINGS

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.

### Meeting 1

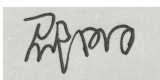

Date of Meeting	20/05/2020
Progress Made	Discussed and finalizing the topic of your project paper
Agreed Action	To start with the first draft of the chapter 1 to 3
Student Signature	
Supervisor's Signature	

### Meeting 2

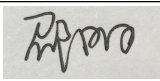

Date of Meeting	27/06/2020
Progress Made	Completed the first draft of chapter 1 to 3
Agreed Action	To fix some flaws in the draft
Student Signature	

Supervisor's Signature	
---------------------------	---

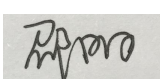
### Meeting 3

Date of Meeting	01/07/2020
Progress Made	Improved the draft of chapter 1, 2 and 3
Agreed Action	To prepare slides for the proposal defence
Student Signature	
Supervisor's Signature	

### Meeting 4

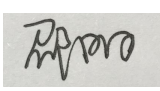

Date of Meeting	5/07/2020
Progress Made	Prepared and mocked for the Proposal defence.
Agreed Action	To improve the slides and presentation
Student Signature	
Supervisor's Signature	

### Meeting 5

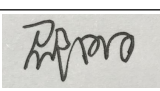

Date of Meeting	8/07/2020
Progress Made	Completed Proposal defence.
Agreed Action	Proceeding to data collection and analysis.
Student Signature	

Supervisor's Signature	
---------------------------	---

### Meeting 6

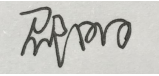

Date of Meeting	10/07/2020
Progress Made	Discussed and decided the methods of data collection
Agreed Action	Data collection
Student Signature	
Supervisor's Signature	

### Meeting 7

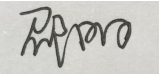

Date of Meeting	16/07/2020
Progress Made	Data collected and processed.
Agreed Action	To analyse the data using SPSS; to finalize Chapter4 and 5.
Student Signature	
Supervisor's Signature	

### Meeting 8

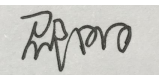

Date of Meeting	31/07/2020
Progress Made	Completed the draft of chapter 4 and 5

Agreed Action	To prepare for the final project presentation
Student Signature	
Supervisor's Signature	

### Meeting 9

Date of Meeting	13/08/2020
Progress Made	Final project presentation
Agreed Action	Cleared to proceed to Finalize and submit the project.
Student Signature	
Supervisor's Signature	

### Meeting 10

Date of Meeting	18/08/2020
Progress Made	Completion of the write-up of the whole project
Agreed Action	Final Submission
Student Signature	
Supervisor's Signature	

## APPENDIX 5: Similarity Index

SafeAssign Originality Report

# Report Summary

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## Low risk

These papers include some quotes and few common phrases or blocks of text that match other documents. These papers typically do not require further analysis, as there is no evidence of plagiarism.

### Overall Text Similarity

Average Match

7 %

Highest Match

7 %

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### Originality Reports (1)

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Attachment 1

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7 %

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