

A Comparative Study of Gender Diversity on Firm Value between Companies Listed on the Nairobi and Uganda Securities Exchange

Eastern Journal of Economics and Finance

Vol. 6, No. 1, 15-25, 2021

e-ISSN: 2305-9095



Corresponding Author

Veronica Mukyala¹

Lucy Rono²

Lagat Charles³

¹Lecturer, Department of Accounting, Makerere University Business School, Kampala, Uganda.
Email: vero.mukyala@gmail.com Tel: +256705465104

²Senior Lecturer, Department of Accounting and Finance, School of Business and Economics, Moi University, Eldoret, Kenya.

³Associate Professor, Department of Marketing, School of Business and Economics, Moi University, Eldoret, Kenya.

ABSTRACT

The purpose of this study was to determine how inclusions of women in corporate boards affect the value of listed firms in Nairobi and the Uganda Securities Exchange. The study used a panel research design and the data was obtained through content analysis from audited financial statements spanning from 2012 to 2019 and only 48 firms from NSE and 12 firms from USE met the inclusion and exclusion criteria. The fixed and random models were used to test the hypothesis. Hausman test was used for model selection and the fixed effect model was selected over random effects. Results; results revealed board gender diversity of listed firms in USE was higher compared to NSE. Further results showed that board gender diversity significantly and positively affects the value of listed firms in USE, while insignificantly affect the value of listed firms in NSE. Board gender diversity in USE significantly affects the firm value, while board gender diversity in NSE insignificantly affects the firm value. It can be concluded firms with a higher proportion of women on the board of directors have high firm value. This study can highlight the importance of including/appointing women as the board of directors in improving the value of companies. As the practical contribution to enhancing firm value, management of the companies and the investors should champion for more women appointed in corporate boards.

Keywords: Chickpea, Rhizobia, Inoculation, Growth, Nodulation.

JEL Classification: G30 Corporate Finance and Governance: General.

DOI: 10.20448/809.6.1.15.25

Citation | Veronica Mukyala; Lucy Rono; Lagat Charles (2021). A Comparative Study of Gender Diversity on Firm Value between Companies Listed on the Nairobi and Uganda Securities Exchange. *Eastern Journal of Economics and Finance*, 6(1): 15-25.

Copyright: This work is licensed under a [Creative Commons Attribution 3.0 License](https://creativecommons.org/licenses/by/3.0/)

Funding: This study received no specific financial support.

Competing Interests: The authors declare that they have no competing interests.

History: Received: 7 May 2021/ Revised: 10 June 2021/ Accepted: 2 July 2021/ Published: 19 July 2021

Publisher: Online Science Publishing

Highlights of this paper

- This study determines how inclusions of women in corporate boards affect the value of listed firms in Nairobi and the Uganda Securities Exchange.
- This study concludes that the firms with a higher proportion of women on the board of directors have high firm value.

1. INTRODUCTION

Board gender diversity has long been an important topic in the corporate governance field (Kirsch, 2018). Board gender diversity is a significant element in improving the corporate governance system and strategic decisions in the boardroom (Daily, Certo, & Dalton, 1999). There has been ongoing interest and research within the corporate governance literature on how women are represented on the board of directors and how they affect firm value (Kamenou-Aigbekaen, 2019).

There has been an impression that firms with a higher value are firms that are led by men by the fact that knowledge, talent, skills, experience, and the ability to address corporate issues are vested only in the hands of men (Agyemang-Mintah & Schadewitz, 2019). This has resulted in equality of women's appointments to the corporate board. Female representation on the corporate board is so important that, in December 2013, Twitter came under pressure from the media for neglecting to have any women on its board. The CEO responded that the appointment of board members should not be a matter of just 'checking a box'. The company later appointed Marjorie Scardino as the first female director on the board. Twitter took a bold step in addressing this issue (Sila, Gonzalez, & Hagendorff, 2016).

Board gender diversity (BGD) has become a topic for discussion because of four benefits a firm tends to reap from a more gender-diverse board: improving financial performance; opportunities to attract a wider pool of talent; becoming more responsive to the market; and, the ability to strengthen its corporate governance policies (Doldor, Vinnicombe, Gaughan, & Sealy, 2012).

Despite that various studies have investigated whether or not gender diversity in the boardroom has an impact on firm value. Some studies suggest a positive relationship between board gender diversity and financial outcomes (e.g., (Salloum, Jabbour, & Mercier-Suissa, 2019; Sarhan, Ntim, & Al-Najjar, 2019; Scholtz & Kieviet, 2018; Trinh, Pham, Pham, & Nguyen, 2018)) and others find a negative (e.g., (Abdullah, 2014; Abdullah, Ismail, & Izah, 2013; Darmadi, 2011; Haslam, Ryan, Kulich, Trojanowski, & Atkins, 2010; Mínguez-Vera & Martín, 2011; Shehata, Salhin, & El-Helaly, 2017)) or both positive and negative results (e.g., (Adams & Ferreira, 2009; Carter, D'Souza, Simkins, & Simpson, 2010)) these studies have provided inconsistency, inconclusive and ambiguous findings on the association between board gender diversity and firm value which might be can be related to different measures, methodologies, time horizons, omitted variable biases and other contextual issues (Adams, De Haan, Terjesen, & Van Ees, 2015; Redor, 2018).

In addition, although there is a large body of research on the board gender diversity, current research on such a topic in East Africa is still limited. Firms listed in the Nairobi security and Uganda security exchange provide an exciting avenue to study the issue of board gender diversity and firm value. In Kenya, despite Capital market Authority in bid to increase adoption of the gender rule among listed companies, passed enforcement requiring its members to abide by a code of conduct that emphasizes the one-third rule as per the Kenyan Constitution, the representation of women on Kenyan corporate boards is lower than the acceptable one third rule requirement. Only 4 firms out of the 46 firms studied adhered to the one-third gender rule (Maingi, 2016). In 2016, an African Development Bank survey found that women hold a total of 12.9% in Uganda and there are still listed companies that do not have even one woman on their board while the rest have at most 3, with the average being 1. This low

appointment of women on board of directors in the two countries might be catalyzed by a lack of conclusive evidence on the contribution of gender diversity on firm value. Thus, based on the above arguments, this paper investigated the difference between women's representation on the board of directors between firms listed in NSE and USE. Second, the impact of board gender diversity on the value of a firm listed in NSE and USE. Thus, the study hypothesizes that that:

H₀₁. There is no statistical difference of gender diversity between firms listed in and USE.

H₀₂. There is no significant effect of board diversity on firm value in NSE and USE.

2. THEORETICAL REVIEW

The study was anchored on the Agency theory. The characteristics of the Board based on the agency theory argument is that it could affect the efficiency and effectiveness of the board and so affect the value of the firm. A greater number of directors for example is positively associated with a high firm value (Dalton, Daily, Johnson, & Ellstrand, 1999). The rationale of having independent and women on the board is to reduce agency costs, to gain access to the capital markets (Brennan & McDermott, 2004). In addition, Resource Dependence Theory suggests firms exist to critically use available resources to maximize financial performance (Pfeffer & Salancik, 1978). Available resources include human capital, experience, independent suggestions, and knowledge from either males or females (Haniffa & Cooke, 2002; Hillman & Dalziel, 2003). A diversified board can impact the firm if it can link to its external environment and its resources including skills, board members' experiences, prestige, and legitimacy (Arnegger, Hofmann, Pull, & Vetter, 2014; Goodstein, Gautam, & Boeker, 1994; Ntim, Opong, & Danbolt, 2013). Women are more than 50% of the world population so are major consumers and represent a group of talented people⁴. This means the presence of women on the corporate board can help add new resources and improve firm efficiency (Burke & Mattis, 1997).

3. EMPIRICAL LITERATURE

Some studies do not report unanimous findings indicating which type of gender is better educated and the extent of environmental disclosure. Studies show that women just like men counterparts seating on the board are educated (Carter et al., 2010; Singh, Tabassum, Darwish, & Batsakis, 2008). Machold, Huse, Hansen, and Brogi (2013) also show women are just as well educated as men by arguing that half of the graduates from universities are women. Other studies argued that women on the board are on average higher educated than male board members (Ahern & Dittmar, 2012; Fagan, Shepherd, & Teasdale, 2012). More importantly, corporations are less competitive when they fail to nominate members of this pool of talent (Machold et al., 2013).

Agyemang-Mintah and Schadewitz (2019) sought to empirically examine if the appointment of females (Board Gender Diversity) onto the corporate boards of UK financial institutions on the value of the firm. The other objective was to evaluate if having females on the boards of UK financial institutions can influence the value of the firm during the pre/post-global financial crisis. The study used secondary data sourced from DataStream covering 63 financial institutions for twelve years. To test for the robustness of the results, the study conducted the random effect and fixed-effect models. The results of the empirical study showed that the inclusion of women on the corporate boards of UK financial institutions has a positive and statistically significant relationship to the value of the firm.

Greene, Intintoli, and Kahle (2020) assessed stock market reactions, directs expenses of compliance as well as board adjustments to California Senate Bill No. 826 (SB 826), the first commissioned board gender diversity quota in the United States of America. Announcement returns average-1.2% and is strong to the use of diverse strategies.

Returns are found to be more negative when the gap between the pre-SB 826 number and the instructed number of female managers is greater. These negative implications are less brutal for companies that report a larger group of female contenders, additionally for those that can more promptly make replacements for male managers to female ones. When it comes to small companies, the yearly direct cost related to compliance through a board augmentation is inconsequential, accruing approximately 0.76% of the market value. Following SB 826, companies considerably expand female board representation, and the expansion is larger for companies found in California as opposed to limited companies in other states.

Inua, Ogedu, and Awa (2019) sought to provide insights into the relationship between gender diversity in the boardroom and Enterprise Value Added (EVA) of quoted firms in Nigeria. The study used time-series data that was collected for the period between 2007 and 2016. Because of the problem of endogeneity gender diversity and performance of the firm, the study employed contributory variables with Two-Stage Least Square regression analysis methods to facilitate more consistent estimates that are not biased. Findings of the study indicated that corporate boards of these companies are dominated by males and gender diversity showed a weak impact on firm value. Precisely, gender diversity as measured with Blau Index has a significant negative impact on the value of the firm signifying that a rise in female representation on the board decreases the firm value of selected companies in the Nigerian economy. Manyaga and Taha (2020) conducted a study to give a relational guide on how board diversity can greatly impact the achievements of a firm. The study was guided by the Agency theory. To establish the relationship, several works coupled with existing publications were looked into to formulate a crucial strategy of linking board diversity with firm performance. In a nutshell, this study highlights various elements of board diversity while simultaneously availing a deeper picture that permits us to evaluate the significance of board diversity as well as its affiliation with the performance of a company e which in return affects the firm value.

Tyrowicz, Terjesen, and Mazurek (2020) examined the field's national and sectorial institution motivators of the emergence of women managers on administrative as well as superintendence boards in both private and public companies from 41 developed and growing European economies. The research made use of a particular database of more than 20 million companies within a period of 20years. The research showed that gender board diversity has increased as a whole, all though women persist in being infrequent in boards of companies within Europe approximately 70% lack women managers on their superintendence boards, while 60% lack women leaders on their management boards. They influence institutional as well as resource reliance systems to determine that few systematic elements are linked with broader gender diversity for both management and supervisory boards among public and private institutions. The same aspect may demonstrate a positive link to a management board or even the reverse. They translated these results as a sign that national-level gender equality in addition to cultural organizations demonstrates varied correlations with the availability of women administrators in management and supervisory boards. The research additionally discovered that competition on the sector level as well as ingenuity is structurally linked with the availability of women on either board in any set of companies.

4. METHODOLOGY

The methodology that was used in this study involves positivist processes by which the researcher used available information from published reports. The study followed a panel data approach.

4.1. Sampling

There are initially 64 firms listed in Nairobi Security Exchange and 17 companies listed in Uganda Securities Exchange. They are listed firms with audited financial statements over the study period. The inclusion criteria in

this research are firms listed and have been trading over the entire study period from 2012 to 2019. Firms that have been suspended and not trading over the study period were excluded.

4.2. Measurement of Variables

This study used the approximation of Q-Ratio as a proxy of firm value. Approximate Q is introduced by Chung and Pruitt (1994) and derived from the formula as follows.

$$\text{Approximate } Q = \frac{MVE+DEBT}{TA} \quad (3.1)$$

Where MVE = the product of a firm's share price and the number of common stock shares outstanding, $DEBT$ = the value of the firm's short-term liabilities net of its short-term assets plus the book value of the firm's long-term debt and TA = the book value of the total assets of the firm.

Board Diversity was measured using a proportion of women board members to the total number of board members Ilaboya and Lodikero (2017).

4.3. Data Collection

For this study, the secondary method of data collection was utilized. The study utilized panel data. The data for all the research variables were obtained from the published year in reviews as well as financial statements of the firms enumerated in the NSE and USE detailing the years 2012 to 2019 reference. The financial statements from which the data was sourced consist of notes to the accounts, the income statement, and statements of financial position. The data sourcing was contingent on a document report guide.

4.4. Data analysis and Model specification

A panel data framework was used to test the hypotheses. Panel data was analyzed using a fixed-effect model and a random-effects model. Hausman test was conducted to decide whether the fixed effect or the random effect is the appropriate model to explain the relationship between variables. The null hypothesis is that the random effect model is more suitable. If the null hypothesis is rejected, then the fixed effect model should be used (Greene, 2008). The null hypothesis is that there is no significant correlation between the individual effects and the regressors is rejected at a 0.1% significance level in this test. Again, If the test value of Chi-square is higher than the critical value, the null hypothesis is rejected and the fixed effect is a better estimation method. The hypothesis was as follows;

H0: Random effect model is appropriate.

H1: Fixed effect model is appropriate.

Decision criteria; Reject the $H0$ if the P-values are less than the level of significance

$$FV_{it} = \beta_{0it} + \beta_{1it}GD_{1it} + \varepsilon$$

Where;

FV = firm value.

GD = Gender diversity.

β_0 = constant of the equation.

ε = error term.

i Firms.

t Time.

5. RESULTS AND DISCUSSION

The section presents the results and discussion in detail. It presents descriptive and inferential results about the study findings. Unit root tests for stationarity were estimated using various techniques such as Levin Lin Chu and Im Shin Pesaran Tests. Finally, the Hausman test was performed for model selection between fixed and random effect models.

5.1. Women Appointment to Board of Directors Across Sectors in NSE And USE

The study compared women's appointments to the corporate board of directors with the firm sector in the two financial markets. The [Table 1](#) indicated with board diversity on the NSE, the automobile sector had no women on the board. Agricultural, investment, and construction, and allied had the least number concerning board diversity. This implies that firms in these sectors have a smaller number of females on the board compared with the other sectors such as telecommunication and technology and on average firms on NSE have two female board directors. In Uganda, firms listed on USE on average have 5 female board directors which has a significant statistical difference with 2 average female board of directors in NSE. This implies firms listed in USE appoint more women as members of the board of directors compared to firms listed in NSE. The East African Community (EAC) as a regional forum in one of its eight principles is to mainstream gender equality in all its endeavors and to enhance the role of women in cultural, social, political, economic, and technological development. This goal is in line with the African Agenda 2063, which is a strategic framework for the socio-economic transformation of the continent over the next 50 years. Therefore, having women on the Boards is playing a role in the attainment of the EAC goal which is in line with the African Agenda 2063.

Table-1. Women appointment to board of directors across sectors in NSE and USE.

SECTOR	No. of women in the board		ANOVA mean	
	NSE	USE	F	Prob > F
Agricultural	1			
Automobile and Accessories	0			
Banking	3	5	5.11	0.000
Commercial and Services	2	5	19.76	0.000
Construction and Allied	1			
Energy and Petroleum	2	3	30.02	0.000
Insurance	2	6	12.3782	0.000
Investment	1			
Manufacturing and Allied	2	8	3.33	0.000
Telecommunication and Technology	5			
Total mean	2	5	7.32	0.000

5.2. Summary Statistics for Firm Value and Board Gender Diversity.

One of the importance of descriptive statistics is that it gives an observation of how data is distributed. One way of observing this distribution is by summarizing the data. Summary statistics are usually done to have some understandings concerning a set of observations on the data. Sometimes data may contain outliers, and summary statistics highlight any outlier present and then can be removed. Another importance of summary statistics is that it describes observations' measures of dispersion and central tendencies such as mean, variances, standard deviations, and minimum and maximum (Anna & Hoi, 2009).

Results presented in the following [Table 2](#) compares the data between board gender diversity of both NSE and USE listed firms. The firm value was measured using Tobin's Q, which is a ratio of the total sum of MVE and

DEBT divided by the firm’s total assets where MVE is the product of the firm’s share price and the number of common stock shares while DEBT is the firm’s short term liabilities. Board diversity which is the number of females on the board, NSE, and USE both have some firms with no females on the board as shown by the minimum of zero females present. It is further seen that at least 2 females are part of the board of directors in NSE while at least 3 females in USE. There is a maximum number of 9 females on USE and 7 females on NSE. It is an indication that the Uganda Securities Exchange considers more females compared to NSE as part of the board.

Table-2. Summary statistics.

Stats	NSE		USE	
	Board Diversity	Firm value	Board Diversity	Firm value
N	384	384	96	96
Min	0.00	0.01	0.00	0.00
Max	0.88	0.99	1.00	0.89
Mean	0.18	0.52	0.25	0.20
p50	0.17	0.51	0.24	0.09
SD	0.15	0.27	0.17	0.26
skewness	1.03	-0.09	1.67	1.67
kurtosis	5.13	1.72	8.90	4.62
ANOVA for mean diff				
F	4.16			
Prob > F	0.0005			
Bartlett's test for equal variances:				
chi2(6)	9.5445			
Prob>chi2	0.145			

5.3. Correlation Analysis

Results presented indicate that controlling for country, gender diversity in firms listed in USE was significantly and positively correlated with firm value in USE ($r=.449, p<.05$), while gender diversity is insignificantly correlated to the value of firms listed in NSE($r=.096, p>.05$), This implies that in NSE there no chance that women appointed on the board of directors will contribute on firm value, however, In USE female directors appointed as board directors will have 44.89% chance of improving firm value.

Table-3. Correlation analysis.

Partial and Semi partial correlations of Firm Value with the variables if country == “NSE” USE”.					
Variable	Partial corr.	Semi partial corr.	Partial corr.^2	Semi partial corr.^2	Significance value
NSE					
Board Diversity	0.0963	0.0501	0.0093	0.0025	0.0605
USE					
Board Diversity	0.4489	0.0282	0.0222	0.0008	0.1543

5.4. Fixed Effect Results

Based on the Hausman test results presented in Table 4 below, the study used fixed effects panel regression. This is because the prob > chi2 in Table 4 was found to be significant at a 5 percent level of significance. Therefore, this study considers fixed effects regression coefficients in testing the hypothesis of the direct effect of board gender diversity on the firm value of the firms listed on NSE and USE. Comparing for two countries’ securities exchange, Table 4 presents results for the direct effect of board gender diversity on firm value. The table shows that the overall R squared is 0.060 for NSE and 0.46 for USE. This signifies that board gender diversity explained a 6% and 46% percent variation of firm value for the firms listed on the NSE and USE, respectively. However, only the R squared value for USE was significant and had the goodness of fit (F-statistic = 31.53, $p=.000<.05$).

The second hypothesis tested was that board diversity does not have a significant effect on the firm value of firms listed on NSE and USE. The study found that in USE board gender diversity significantly and positively influence firm value ($\beta = .113, p = .000 < .05$). In Uganda, the chief executive officer at capital markets authority while giving remarks during the “Ring bell” for gender equality ceremony highlighted that the number of women on the boards of listed companies is disproportionately lower than that of men (Senyonyi, 2018). However, in NSE, board gender diversity insignificantly influences firm value ($\beta = .034, p = .000 < .05$). Kenya has been reported that women are under-represented on corporate boards, and in response, Kenya is on the list to join the enactment of the gender quota legislation to require a representation of women on corporate boards (Reddy & Jadhav, 2019).

Table-4. Fixed effect results.

	Fixed Effect if country=="NSE", FE			Fixed Effect if Country=="USE", EE		
R-squared: Within	0.024			0.38		
: Between	0.007			0.39		
: Overall	0.060			0.46		
No. Obs.	384			96		
No. of groups	48			12		
Obs. per group	8			8		
F(2,332)	7.68			31.53		
Prob > F	0.211			0.000		
Corr (u_i, Xb)	-0.3535			0.6126		
Firm Value	Coef.	Std. Error	P t	Coef.	Std. Error	P t
Board Gender Diversity	0.034	0.054	0.528	0.113	0.031	0.005
Constant	0.062	0.051	0.223	-0.174	0.044	0.000
Sigma_u	0.141			0.061		
Sigma_e	0.077			0.031		
Rho	0.772			0.797		
Hausman Test						
Test: H0: Difference in coefficients not systematic						
Chi2(4) = (b-B)' [V_b-V_B]^(-1) (b-B)						
=15.55						
Prob>Chi2=0.0037						

6. DISCUSSION

The study findings provided empirical evidence that board gender diversity significantly affects firm value in USE while insignificantly affect the value of firms listed in NSE. This finding in USE agrees with Nguyen and Faff (2007) that gender diversity promotes shareholders’ value as the presence of women directors is associated with higher firm value. Comparing to study in Indonesia and Malaysia, the representation of women on board also agrees on the importance of gender diversity on the board. The increasing percentage of women on board in Indonesia (Putri, 2016) and the development of the Women Director’s Registry (Deloitte, 2013) support the positive impact of women on board.

7. CONCLUSIONS

Board gender diversity in USE significantly affects the firm value, while board gender diversity in NSE insignificantly affects the firm value. It can be concluded that firms with a higher proportion of women on the board of directors have high firm value.

8. IMPLICATIONS

The regulators in place like the Capital markets authority, the central banks and other regulators in the industries in which the listed companies fall should design standard operating procedures to guide companies in their industries and those listed in building high firm value. This study to agency theory by empirically showing validating the theoretical explanation that board gender diversity plays an important role in reducing the agency problem by representing managements' transparency and accountability in conducting a business hence increasing firm value.

This study can highlight the importance of including/appointing women as members on the board of directors in improving the value of companies. As the practical contribution to enhancing firm value, management of the companies and the investors should champion for more women appointed in corporate boards.

REFERENCES

- Abdullah, S. N. (2014). The causes of gender diversity in Malaysian large firms. *Journal of Management & Governance*, 18(4), 1137-1159. Available at: <https://doi.org/10.1007/s10997-013-9279-0>.
- Abdullah, S. N., Ismail, K., & Izah, K. N. (2013). Gender, ethnic and age diversity of the boards of large Malaysian firms and performance. *Management Journal*, 38, 27-40. Available at: <https://doi.org/10.17576/pengurusan-2013-38-03>.
- Adams, R. B., & Ferreira, D. (2009). Women in the boardroom and their impact on governance and performance. *Journal of Financial Economics*, 94(2), 291-309. Available at: <https://doi.org/10.1016/j.jfineco.2008.10.007>.
- Adams, R. B., De Haan, J., Terjesen, S., & Van Ees, H. (2015). Board diversity: Moving the field forward. *Corporate Governance: An International Review*, 23(2), 77-82. Available at: <https://doi.org/10.1111/corg.12106>.
- Agyemang-Mintah, P., & Schadewitz, H. (2019). Gender diversity and firm value: Evidence from UK financial institutions. *International Journal of Accounting and Information Management*, 27(1), 2-26. Available at: <https://doi.org/10.1108/ijaim-06-2017-0073>.
- Ahern, K. R., & Dittmar, A. K. (2012). The changing of the boards: The impact on firm valuation of mandated female board representation. *The Quarterly Journal of Economics*, 127(1), 137-197. Available at: <https://doi.org/10.1093/qje/qjr049>.
- Anna, P. I. V., & Hoi, S. C. (2009). Determinants of bank profitability in Macao (pp. 93-113). Mainland China: Macao Monetary Research Bulletin.
- Arnegger, M., Hofmann, C., Pull, K., & Vetter, K. (2014). Firm size and board diversity. *Journal of Management & Governance*, 18(4), 1109-1135.
- Brennan, N., & McDermott, M. (2004). Alternative perspectives on independence of directors. *Corporate Governance: An International Review*, 12(3), 325-336. Available at: <https://doi.org/10.1111/j.1467-8683.2004.00373.x>.
- Burke, R. J., & Mattis, M. C. (1997). Women on corporate boards of directors: International challenges and opportunities. *International Review of Women and Leadership (Special Issue)*, 3, 1-84.
- Carter, D. A., D'Souza, F., Simkins, B. J., & Simpson, W. G. (2010). The gender and ethnic diversity of US boards and board committees and firm financial performance. *Corporate Governance: An International Review*, 18(5), 396-414. Available at: <https://doi.org/10.1111/j.1467-8683.2010.00809.x>.
- Chung, K. H., & Pruitt, S. W. (1994). A simple approximation of Tobin's q. *Financial Management*, 23(3), 70-75.
- Daily, C. M., Certo, S. T., & Dalton, D. R. (1999). A decade of corporate women: Some progress in the boardroom, none in the executive suite. *Strategic Management Journal*, 20(1), 93-99. Available at: [https://doi.org/10.1002/\(sici\)1097-0266\(199901\)20:1<93::aid-smj18>3.0.co;2-7](https://doi.org/10.1002/(sici)1097-0266(199901)20:1<93::aid-smj18>3.0.co;2-7).
- Dalton, D., Daily, C., Johnson, J., & Ellstrand, A. (1999). Number of directors and financial performance: A meta-analysis. *The Academy of Management Journal*, 42(6), 674-686. Available at: 10.2307/256988.

- Darmadi, S. (2011). Board diversity and firm performance: The Indonesian evidence. *Corporate Ownership & Control*, 8(2-4), 450-466.
- Deloitte. (2013). Women in the boardroom: A global perspective (pp. 5-261). London: Deloitte Press.
- Doldor, E., Vinnicombe, S., Gaughan, M., & Sealy, R. (2012). Gender diversity on boards: The appointment process and the role of executive search firms. EHRC Research Report No. 85, Manchester: Equality and Human Rights Commission.
- Fagan, C., Shepherd, C., & Teasdale, N. (2012). Women's representation on the boards of UK-listed companies. In S. G. Anson, C. Fagan & M. C. G. Menéndez (Eds.), *Women on corporate boards and in top management: European trends and policy* (1st ed., pp. 128-149). GB: Palgrave Macmillan.
- Goodstein, J., Gautam, K., & Boeker, W. (1994). The effects of board size and diversity on strategic change. *Strategic Management Journal*, 15(3), 241-250. Available at: <https://doi.org/10.1002/smj.4250150305>.
- Greene, D., Intintoli, V. J., & Kahle, K. M. (2020). Do board gender quotas affect firm value? Evidence from California Senate Bill No. 826. *Journal of Corporate Finance*, 60, 101526. Available at: <https://doi.org/10.1016/j.jcorpfin.2019.101526>.
- Greene, W. H. (2008). *Econometric analysis* (6th ed.). Upper Saddle River: Pearson Prentice Hall.
- Haniffa, R. M., & Cooke, T. E. (2002). Culture, corporate governance and disclosure in Malaysian corporations. *Abacus*, 38(3), 317-349. Available at: <https://doi.org/10.1111/1467-6281.00112>.
- Haslam, S. A., Ryan, M. K., Kulich, C., Trojanowski, G., & Atkins, C. (2010). Investing with prejudice: The relationship between women's presence on company boards and objective and subjective measures of company performance. *British Journal of Management*, 21(2), 484-497.
- Hillman, A. J., & Dalziel, T. (2003). Boards of directors and firm performance: Integrating agency and resource dependence perspectives. *Academy of Management Review*, 28(3), 383-396. Available at: <https://doi.org/10.2307/30040728>.
- Ilaboya, J., & Lodikero, O. (2017). Board independence and financial statement fraud: A moderating effect of female gender diversity. *Accounting and Taxation Review*, 1(1), 196-221.
- Inua, O. I., Ogiedu, K., & Awa, K. I. (2019). *Board gender diversity and firm value of quoted non-financial companies in Nigeria*. Paper presented at the Th 5 Annual International Academic Conference Proceedings, 2019 (p. 655).
- Kamenou-Aigbekaen, N. (2019). Gender equality and corporate social responsibility in the Middle East. In *Practising CSR in the Middle East* (pp. 161-183). Cham: Palgrave Macmillan.
- Kirsch, A. (2018). The gender composition of corporate boards: A review and research agenda. *The Leadership Quarterly*, 29(2), 346-364. Available at: <https://doi.org/10.1016/j.leaqua.2017.06.001>.
- Machold, S., Huse, M., Hansen, K., & Brogi, M. (2013). *Getting women on to corporate boards: A snowball starting in Norway*. Camberley Surrey: Edward Elgar Publishing Ltd.
- Maingi, J. W. (2016). Effect of workforce diversity on employee performance in Kenya: A case of Kenya school of government. *Strategic Journal of Business & Change Management*, 2(2), 52-68.
- Manyaga, F., & Taha, A. (2020). Linking firm performance with board diversity: A literature review. *Bussecon Review of Finance & Banking* (2687-2501), 2(1), 10-18. Available at: <https://doi.org/10.36096/brfb.v2i1.160>.
- Mínguez-Vera, A., & Martín, A. (2011). Gender and management on Spanish SMEs: An empirical analysis. *The International Journal of Human Resource Management*, 22(14), 2852-2873. Available at: <https://doi.org/10.1080/09585192.2011.599948>.
- Nguyen, H., & Faff, R. (2007). Impact of board size and board diversity on firm value: Australian evidence. *Corporate Ownership and Control*, 4(2), 24-32. Available at: <https://doi.org/10.22495/cocv4i2p2>.
- Ntim, C., Opong, K., & Danbolt, J. (2013). Board size, corporate regulations and firm valuation in an emerging market: A simultaneous equation approach. *International Review of Applied Economics*, 29(2), 194-220. Available at: <https://doi.org/10.1080/02692171.2014.983048>.

- Pfeffer, J., & Salancik, G. R. (1978). *The external control of organizations: A resource dependent perspective*. New York: Harper and Row.
- Putri, A. (2016). *The secret to success of selected female bosses. SWA magazine 08 XXXIII, 22-27*. Jakarta, Indonesia: PT. Business Media Self-Sufficiency.
- Reddy, S., & Jadhav, A. M. (2019). Gender diversity in boardrooms—A literature review. *Cogent Economics & Finance*, 7(1), 1644703. Available at: <https://doi.org/10.1080/23322039.2019.1644703>.
- Redor, E. (2018). Gender diversity on corporate boards: Does critical mass matter to investors? *International Journal of Business Governance and Ethics*, 13(2), 199-216. Available at: <https://doi.org/10.1504/ijbge.2018.10018516>.
- Salloum, C., Jabbour, G., & Mercier-Suissa, C. (2019). Democracy across gender diversity and ethnicity of Middle Eastern SMEs: How does performance differ? *Journal of Small Business Management*, 57(1), 255-267. Available at: <https://doi.org/10.1111/jsbm.12336>.
- Sarhan, A. A., Ntim, C. G., & Al-Najjar, B. (2019). Board diversity, corporate governance, corporate performance, and executive pay. *International Journal of Finance & Economics*, 24(2), 761-786. Available at: <https://doi.org/10.1002/ijfe.1690>.
- Scholtz, H., & Kieviet, S. (2018). The influence of board diversity on company performance of South African companies. *Journal of African Business*, 19(1), 105-123. Available at: <https://doi.org/10.1080/15228916.2017.1356065>.
- Senyonyi, T. W. (2018). Islamic banking: Can it succeed in christian dominant Uganda? Business Focus, Kampala. Retrieved from: <https://businessfocus.co.ug/islamic-banking-can-succeed-christian-dominant-uganda/> [Accessed 21 February, 2021].
- Shehata, N., Salhin, A., & El-Helaly, M. (2017). Board diversity and firm performance: Evidence from the UK SMEs. *Applied Economics*, 49(48), 4817-4832. Available at: <https://doi.org/10.1080/00036846.2017.1293796>.
- Sila, V., Gonzalez, A., & Hagendorff, J. (2016). Women on board: Does boardroom gender diversity affect firm risk? *Journal of Corporate Finance*, 36, 26-53. Available at: <https://doi.org/10.1016/j.jcorpfin.2015.10.003>.
- Singh, S., Tabassum, N., Darwish, T. K., & Batsakis, G. (2008). Corporate governance and Tobin's Q as a measure of organizational performance. *British Journal of Management*, 29(1), 171-190. Available at: <https://doi.org/10.1111/1467-8551.12237>.
- Trinh, V. Q., Pham, H. T. T., Pham, T. N., & Nguyen, G. T. (2018). Female leadership and value creation: Evidence from London stock exchange. *Corporate Ownership and Control*, 15(2-1), 248-257. Available at: <https://doi.org/10.22495/cocv15i2c1p10>.
- Tyrowicz, J., Terjesen, S., & Mazurek, J. (2020). All on board? New evidence on board gender diversity from a large panel of European firms. *European Management Journal*, 38(4), 634-645. Available at: <https://doi.org/10.1016/j.emj.2020.01.001>.

Online Science Publishing is not responsible or answerable for any loss, damage or liability, etc. caused in relation to/arising out of the use of the content. Any queries should be directed to the corresponding author of the article.