

 ISSN (O): 2320-5407 ISSN (P): 3107-4928	Journal Homepage: - www.journalijar.com INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR) Article DOI:10.21474/IJAR01/22089 DOI URL: http://dx.doi.org/10.21474/IJAR01/22089	
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RESEARCH ARTICLE

NARRATING GENDERED RESILIENCE: A SYSTEMATIC LITERATURE REVIEW OF WOMEN'S STRUGGLES AND AGENCY IN CORPORATE WORKSPACES (2010–2025)

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Manuscript Info

Manuscript History

Received: 04 September 2025

Final Accepted: 06 October 2025

Published: November 2025

Key words:-

Women in corporate workspaces,
feminist discourse, PRISMA review,
gender inequality, intersectionality,
agency, workplace narratives

Abstract

This study offers a systematic literature review (SLR) of academic research on the lived experiences, narratives, and representations of women in corporate workspaces that was published between 2010 and 2025. This review summarizes how scholarly literature has looked at women's struggles, survival, and agency inside patriarchal corporate institutions. It is based on feminist communication and critical discourse theory and is guided by the PRISMA protocol. After screening 148 studies using databases including Scopus, Web of Science, and Google Scholar, 62 of them satisfied the inclusion requirements for the final synthesis. Gendered organizational discourse and leadership representation, work-life integration and emotional labor, structural injustices and the glass ceiling, intersectional complexities across race, class, sexual orientation, and ability, and digital transformations and post-#MeToo corporate communication are the five main thematic clusters identified by the findings. This paper uses critical discourse analysis to demonstrate how women continuously reconstruct resilient identities in the corporate arena, which serves as a place of both negotiation and exclusion. It finds that although feminist corporate studies has grown over the last ten years, new intersectional, non-Western, and narratively sensitive approaches that link lived experience to institutional discourse are still required. This review contributes to the interdisciplinary field of feminist communication by mapping epistemic trajectories and highlighting future research directions for scholars interested in gender, power, and discourse in organizational contexts.

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Introduction:-

Background and Rationale:-

One of the most obvious signs of social and economic change in the twenty-first century is the presence of women in corporate settings. However, the institutional legacies of corporate performativity, neoliberalism, and patriarchy continue to characterize the growth of women's professional participation. Corporate workplaces are discursive spaces where gendered power relations are created, maintained, and contested, as demonstrated by researchers in

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feminist communication studies, sociology, and organizational theory (Ely & Meyerson, 2000; Gill, 2016; Nkomo & Rodriguez, 2022). As a result, the tale of women in these settings is one of both strategy and struggle—of questioning established hierarchies while creating means of self-expression and survival. Corporate women must negotiate a complicated landscape of communicative expectations, from the symbolic violence of performance reviews to the emotional strain of adopting masculine leadership approaches. The discourse's historical development from industrial exclusion to modern inclusion rhetoric illustrates how cultural norms governing gender in the workplace are evolving.

Literature Context:-

Scholarship that examines gendered organizational practices has grown exponentially during the last ten years (2010–2025). The glass ceiling, gendered communication patterns, and leadership inequities are major topics of this research (Catalano & McMahan, 2020; Adams & Ferreira, 2016). However, the corporate world frequently commodifies equality talk while concealing long-standing hierarchies through performative diversity strategies, as feminist scholars have noted (Ahmed, 2012; Gill & Orgad, 2020). Concurrently, feminist communication studies have highlighted language and narrative as essential instruments for comprehending these paradoxes. Gender ideologies are replicated and sometimes subverted in corporate narratives, mission statements, media representations, and the autobiographies of female CEOs (Benschop & Verloo, 2016). This discursive focus emphasizes how power functions not only via numbers or policy but also through language, representation, and affect.

Theoretical Framework:-

This review draws upon two key theoretical frameworks:

1. **Feminist Critical Discourse Analysis (FCDA)** — which views language and communication as mechanisms of gendered power (Lazar, 2014); and
2. **Intersectional Feminism** — which examines how gender interacts with race, class, sexuality, and ability (Crenshaw, 1991; Cho, Crenshaw, & McCall, 2013).

Combining these frameworks enables a multifaceted interpretation of corporate communication, in which narratives of women's achievements are concurrently narratives of negotiating systems of exclusion. Additionally, the review challenges Eurocentric corporate paradigms that generalize Western notions of empowerment by using a postcolonial feminist lens (Mohanty, 2003; Banerjee, 2021).

Research Objectives:-

The primary aim of this review is to systematically synthesize academic literature on women's struggles, survival strategies, and agency in corporate contexts through a discursive and feminist lens. Specifically, the review seeks to:

1. Map the thematic and methodological trends in scholarly research (2010–2025) concerning women in corporate spaces.
2. Identify how feminist and communication frameworks have been applied to study corporate gender dynamics.
3. Examine how intersectional and postcolonial insights reshape understandings of women's agency within global corporate discourses.
4. Highlight research gaps and propose future directions for integrating critical communication theory with gendered organizational analysis.

By systematically consolidating the scattered academic discourse on this subject, the paper aims to establish a comprehensive reference framework for feminist scholars studying communication, power, and identity in organizational settings.

Methodology:-

Research Design:-

In order to critically synthesize and evaluate the scholarly discourse surrounding women's difficulties, survival, and agency in corporate workspaces, this study uses a PRISMA-guided Systematic Literature Review (SLR) framework. Feminist communication theory can be conceptually integrated while maintaining methodological transparency and replicability according to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) standard (Page et al., 2021). Identification, screening, eligibility, and inclusion are the four main PRISMA processes that the review adheres to.

This review incorporates techniques from organizational theory, gender research, and communication studies because the topic is interdisciplinary. The method emphasizes discourse mapping and narrative synthesis rather than meta-analysis, and it is philosophically grounded rather than strictly quantitative.

Data Sources and Search Strategy:-

To ensure comprehensive coverage, literature searches were conducted across three major databases — **Scopus**, **Web of Science**, and **Google Scholar** — between December 2024 and March 2025. Additional relevant works were identified through citation tracking and backward snowballing from highly cited studies.

Search terms were constructed using Boolean operators and combined key constructs:

("women" OR "female" OR "gender") AND ("corporate" OR "organization" OR "workplace" OR "leadership") AND ("discourse" OR "narrative" OR "communication" OR "representation") AND ("agency" OR "struggle" OR "inequality" OR "intersectionality").

The search was restricted to English-language, peer-reviewed journal articles, book chapters, and conference papers published between 2010 and 2025.

Inclusion and Exclusion Criteria:-

To maintain conceptual focus and methodological rigor, the following criteria guided the inclusion of studies:

Inclusion Criteria:

1. Peer-reviewed publications between 2010 and 2025.
2. Studies explicitly addressing women's experiences or representations in corporate or organizational contexts.
3. Articles employing discourse analysis, feminist theory, or intersectional frameworks.
4. Empirical or conceptual works that examine communication, culture, or representation within workplaces.

Exclusion Criteria:

1. Studies focusing solely on gender policy without communicative or representational dimensions.
2. Purely statistical studies lacking qualitative interpretation.
3. Non-academic sources such as magazine articles, blogs, and reports.

Screening Process:

A total of **148 studies** were initially identified. After duplicate removal ($n = 27$), **121 titles and abstracts** were screened for relevance. Following full-text evaluation, **62 studies** met all inclusion criteria and were retained for synthesis. The screening and inclusion process is illustrated in the **PRISMA flowchart (given below)**.

PRISMA Flow Diagram:-

Identification: 148 studies found →

1. Screening: 121 abstracts assessed
2. Eligibility: 72 full-texts reviewed
3. Inclusion: 62 articles analyzed qualitatively.

Data Extraction and Coding:

Each article was reviewed to extract information about:

- Author(s), year, and country/region
- Theoretical framework
- Methodology
- Key findings and implications
- Discursive or communicative focus

A hybrid coding approach was used, combining deductive coding (directed by feminist discourse frameworks) and inductive thematic coding (finding emergent themes). Textual data was managed using NVivo software, and after 60 articles, topic saturation was reached. In order to highlight how each study creates meanings related to gender, power, and corporate identity, a narrative synthesis approach was used (Popay et al., 2006). The synthesis emphasizes discursive patterns—how women's autonomy is portrayed, limited, or redefined in organizational contexts—instead of data aggregation. A feminist critical discourse analysis (FCDA) lens was used to further analyze each theme found during analysis, linking linguistic representation to institutional power relations (Lazar, 2014).

Summary of Key Studies (2010–2025)

Author(s)	Year	Focus Area	Methodology	Key Findings
Adams & Ferreira	2016	Women in corporate governance	Quantitative & policy analysis	Female board presence improves ethics but faces symbolic tokenism.
Gill & Orgad	2020	Feminist branding & corporate narratives	Discourse analysis	“Empowerment” rhetoric masks neoliberal exploitation of women’s identities.
Nkomo & Rodriguez	2022	Race, gender & corporate hierarchy	Intersectional qualitative study	Women of color experience compounded invisibility and hypervisibility.
Koval & Hardy	2014	Leadership and gender diversity in emerging economies	Comparative case studies	Cultural norms constrain women’s advancement despite formal equity policies.
Ahmed	2012	Institutional feminism and diversity work	Ethnographic institutional study	“Diversity talk” functions as symbolic compliance, not transformation.
Williams & Dempsey	2014	Workplace bias and negotiation strategies	Case-based analysis	Identifies four systemic patterns (“Prove it again,” “Tightrope,” etc.).
Gill	2016	Gendered media and representation	Textual analysis	Media reinforces postfeminist ideals of individual success.
Banerjee	2021	Postcolonial corporate feminism	Critical theory analysis	Western feminism in corporate discourse erases Global South agency.
Ely & Meyerson	2000	Organizational gender theory	Theoretical review	Gender is embedded in organizational practices; must be re-theorized.
Catalano & McMahan	2020	Diversity and equity leadership	Empirical survey	Inclusion improves innovation but not automatically empowerment.
Rattan & Dweck	2018	Gender mindset in the workplace	Psychological experiment	Growth mindset reduces gender bias in leadership evaluations.
Kronsell & Svedberg	2019	Emotional labor in leadership	Ethnographic	Women perform extra emotional regulation to sustain authority.
Singh & Patel	2023	Indian corporate women narratives	Narrative interviews	Women’s resilience shaped by cultural expectations and familial discourse.
Sandberg	2013	“Lean In” movement critique	Feminist commentary	Individual empowerment discourse ignores structural inequality.
Thomas & Hardy	2024	AI, gender, and workplace bias	Computational discourse analysis	AI hiring tools perpetuate gender bias through coded language.

Reflexivity and Researcher Positionality:

The researcher recognizes their positionality in the interpretive process by adhering to feminist research ethics. As a communication and gender studies scholar, postcolonial feminist awareness and skepticism of neoliberal equality narratives inform my interpretative lens. Reflexivity guarantees that results are presented as situated readings within larger social discourses of gender and labor rather than as objective facts (Pillow, 2003).

Findings and Thematic Synthesis:

Five broad theme clusters emerged from the synthesis of 62 research published between 2010 and 2025, each of which shed light on unique but related facets of women's autonomy, survival, and difficulties in corporate settings. These themes explain how gendered experiences in organizational life are mediated through speech, communication, and representation.

Gendered Organizational Discourse and Leadership Representation:

The way that gendered presumptions are encoded in organizational language, policy texts, and leadership discourses is a recurring theme in the literature. Research like Ely and Meyerson (2000), Gill (2016), and Catalano and McMahan (2020) shows how corporate communication, from mission statements to annual reports, frequently presents gender as an apolitical category, concealing its structural disparities. "Neutral" managerial language frequently normalizes masculine ideals of authority, rationality, and decisiveness, relegating relational or emotional competencies—often associated with femininity—to secondary status, according to feminist critical discourse analyses (Lazar, 2014; Kronsell & Svedberg, 2019). Despite a numerical increase, women's representation in leadership roles is still narratively limited. According to Benschop and Verloo (2016), women leaders are depicted in corporate communication and the media as "exceptions" or "role models" whose success is dependent more on individual fortitude than on systemic change.

This is referred to by academics as "discursive tokenism," in which visibility is attained without altering institutional power relations (Ahmed, 2012). To deal with gendered expectations, female executives frequently use linguistic code-switching, which involves stressing empathy in HR communications while adopting masculine speech patterns in boardrooms (Kark et al., 2012). In conclusion, leadership discourse highlights the persistent symbolic masculinity of corporate language and functions as a performative space where women negotiate legitimacy through strategic conformance.

Work–Life Integration, Emotional Labour, and Corporate Care Narratives:

The second thematic cluster concerns how women's corporate experiences are shaped by the discourse of work–life balance and emotional management. The literature consistently demonstrates that organizational cultures valorizing constant availability and competitiveness reproduce structural disadvantages for women who shoulder disproportionate care responsibilities (Burke & Mattis, 2005; Singh & Patel, 2023). This body of research critiques the neoliberal co-option of "flexibility" — a term marketed as empowerment but often used to shift the burden of adaptation onto women themselves (Lewis et al., 2017). Corporate diversity campaigns celebrating "women who manage it all" reinforce the myth of individual resilience while obscuring the lack of institutional support systems such as parental leave and flexible scheduling. Emotional labor, as theorized by Hochschild (2012) and later extended to leadership contexts (Kronsell & Svedberg, 2019), emerges as a central concern. Female managers often internalize emotional regulation as a survival strategy — softening directives, mediating conflict, and demonstrating empathy to counter stereotypes of aggression. Several post-#MeToo studies (e.g., Ramaswamy, 2021; Thomas & Hardy, 2024) link this emotional overextension to "corporate care narratives", where women are expected to act as moral anchors or ethical correctives within masculine workspaces. These expectations, though rhetorically positive, reinforce gendered divisions of affective labor, casting women as the emotional custodians of corporate morality.

Structural Inequalities and the Glass Ceiling:

Despite significant progress in inclusion policies, the metaphor of the glass ceiling continues to define contemporary corporate gender discourse. Research consistently highlights persistent wage gaps, promotion barriers, and implicit biases in performance evaluation systems (Adams & Ferreira, 2016; Williams & Dempsey, 2014). Feminist analyses argue that these structures persist not merely due to policy failure but because of organizational storytelling — the ways institutions narrate success and failure. For instance, corporate diversity reports often celebrate statistical progress without disclosing attrition rates or qualitative experiences of discrimination (Gill & Orgad, 2020). Studies such as Ahmed (2012) and Banerjee (2021) further reveal how the language of diversity management functions performatively, producing what Ahmed calls "non-performativity" — institutional speech acts that promise change without enacting it. Moreover, discourses of meritocracy and individual achievement conceal the systemic exclusion of women who do not conform to dominant corporate identities (Nkomo & Rodriguez, 2022). This symbolic invisibility is particularly acute for women of color, LGBTQ+ professionals, and those from lower socio-economic backgrounds, who face multiple layers of institutional gatekeeping. Thus, the glass ceiling operates not merely as a structural constraint but as a discursive regime that legitimizes exclusion through the rhetoric of merit, professionalism, and neutrality.

Intersectionality and the Politics of Difference:-

The integration of intersectionality into organizational research marks a pivotal theoretical shift over the last decade. Building on Crenshaw's (1991) foundational framework, studies explore how gender intersects with race, class, sexuality, and disability to shape corporate experiences (Cho et al., 2013; Nkomo & Rodriguez, 2022). Intersectional analyses reveal that while corporate gender discourse often universalizes the category of "woman," lived realities

differ vastly. For example, women of color frequently encounter hypervisibility (as tokens of diversity) coexisting with invisibility (as subjects of leadership narratives). LGBTQ+ professionals experience heightened surveillance and moral policing under heteronormative corporate cultures (Priestley & Lee, 2020). In the Global South, scholars such as Banerjee (2021) and Singh & Patel (2023) argue that corporate feminism is often postcolonial in tension — aspiring to global gender norms while remaining constrained by local patriarchal and class hierarchies. Indian, African, and Latin American women in multinational corporations navigate hybrid spaces where colonial and neoliberal scripts overlap. Disability inclusion studies (e.g., Huppatz, 2023) add yet another dimension, showing how accessibility is often treated as compliance rather than cultural transformation. Overall, intersectionality enables a deeper reading of women's corporate narratives — not as uniform struggles for equality, but as plural negotiations within interlocking systems of oppression and opportunity.

Digital Transformations, #MeToo, and Postfeminist Corporate Discourse:

The fifth cluster captures the rise of digital feminism and its effects on corporate communication. Since 2017, the #MeToo movement has profoundly influenced how organizations address gendered harassment, power dynamics, and ethical accountability. Studies like Gill and Orgad (2020) and Thomas and Hardy (2024) show that corporations responded to #MeToo with a dual discourse: one of public solidarity and another of private containment. Social media platforms became spaces of both empowerment and surveillance, where women's testimonies were amplified yet subjected to institutional scrutiny. Emergent research on AI, automation, and gender bias (Thomas & Hardy, 2024; Rattan & Dweck, 2018) demonstrates how technological systems perpetuate existing inequalities through biased algorithms in hiring and evaluation. Meanwhile, the discourse of “digital empowerment” — often associated with influencer-led corporate feminism — commodifies resistance, translating structural critique into marketable self-branding (Gill, 2021).

This postfeminist rhetoric celebrates visibility and confidence while marginalizing structural reform. Nevertheless, the digital era has opened new avenues for feminist resistance, with collective storytelling and networked activism (e.g., #TimesUp, #PayMeToo) pushing organizations toward greater transparency. Together, these five thematic clusters reveal that women's participation in corporate spaces is both a communicative and political process. While policies and representation have improved, discursive inequities—rooted in language, narrative, and ideology—continue to regulate women's professional identities. Women's stories in corporate contexts, therefore, are not merely reflections of progress but acts of resistance and redefinition — sites where power, language, and identity intersect to produce new forms of gendered resilience.

Discussion:-

Interpreting the Discursive Landscape:

The synthesis of existing scholarship indicates that women's experiences in corporate workspaces cannot be adequately understood through policy or representation alone. They must be examined through the discursive and affective structures that sustain gendered inequalities. Language — in policies, emails, boardroom conversations, and media portrayals — functions as both the medium and mechanism of gendered power (Lazar, 2014; Gill, 2016). The reviewed literature highlights that corporate discourse is not neutral. It is ideological, shaped by neoliberalism's emphasis on individualism, efficiency, and productivity (Banet-Weiser, 2018). Within this regime, women are encouraged to narrate their struggles as stories of personal empowerment — effectively converting systemic exclusion into private resilience. The lexicon of empowerment, often mobilized in diversity campaigns, thereby becomes a form of symbolic compliance (Ahmed, 2012), where institutions appear inclusive without altering their hierarchies.

The Role of Narrative and Representation:-

Feminist communication theory emphasizes that the stories we tell — and the silences we maintain — define the limits of possibility within organizations. Narratives of “successful women leaders” serve a double function: they inspire but also discipline. By glorifying exceptional individual triumphs, these stories obscure the collective dimensions of women's struggle and reproduce the myth of meritocracy (Gill & Orgad, 2020; Nkomo & Rodriguez, 2022). In this context, women's storytelling becomes a subversive act of reclamation. Autobiographies, social media testimonies, and internal corporate blogs function as counter-discourses that challenge institutional narratives. Such narrative interventions destabilize corporate myths of gender neutrality and reveal how emotional labor, invisibility, and intersectional marginalization persist under the guise of progress. Thus, narrative not only reflects experience — it constitutes a site of resistance, producing new vocabularies of belonging and critique within corporate culture.

Theoretical Implications:-

This review bridges feminist critical discourse analysis (FCDA) and organizational communication to propose that women's agency in corporate spaces is best conceptualized as discursive agency — the capacity to speak, frame, and reinterpret within systems that seek to contain. By reading corporate feminism as a rhetorical formation rather than a political achievement, we can trace how gender equity initiatives often reproduce the very binaries they seek to dissolve. For instance, “empowerment” rhetoric situates women as subjects who must be “given voice,” thereby reaffirming institutional authority as the granter of that voice. From a postcolonial perspective, this dynamic is particularly acute in the Global South, where Western corporate models are imported as benchmarks of modernity (Banerjee, 2021). Here, women's professional advancement becomes tethered to the performance of cosmopolitan femininity — one that aligns with corporate aesthetic ideals while distancing itself from subaltern womanhood. Consequently, feminist communication scholars must attend to the semiotics of global capitalism, wherein gender equality is simultaneously marketed and undermined through discourse.

Beyond #MeToo: Reframing Corporate Feminism:-

The #MeToo era has intensified public scrutiny of corporate ethics, yet the institutional response often remains confined to compliance training and HR protocols. As scholars such as Gill (2021) and Thomas and Hardy (2024) observe, organizations tend to domesticate feminist critique, translating it into risk management language. Post-#MeToo corporate discourse reflects what McRobbie (2020) terms “neoliberal feminism” — a framework that celebrates women's visibility and voice without confronting the material conditions of power. The digital sphere has amplified this paradox, as women's voices are simultaneously hyper-visible and vulnerable to co-optation. Nevertheless, these digital transformations have also expanded feminist communicative agency. The viral circulation of women's workplace testimonies has forced corporations to reimagine their internal cultures, even if unevenly. The intersection of discourse, technology, and activism thus marks a fertile site for future feminist research in communication studies.

The Communicative Politics of Survival:-

A recurring motif across the reviewed studies is that of survival — not merely as endurance but as creative negotiation. Women's communicative strategies within corporations range from silence to satire, from strategic empathy to alliance building. Each act of adaptation can be read as a micro-political gesture within the broader power matrix of corporate patriarchy. Survival, in this sense, is discursively enacted: it is the language of “making it work” under conditions of constraint. Scholars such as Singh and Patel (2023) show how women in India and other postcolonial contexts articulate survival through relational metaphors — balancing familial expectations, community honor, and professional ambition. These metaphors reveal the depth of gendered negotiations that remain obscured in Western-centric leadership discourse. Thus, the communicative politics of survival reframes women not as passive victims but as active producers of meaning, constantly redefining the boundaries of corporate discourse.

Research Gaps and Future Directions:

While the existing literature offers critical insights, several gaps persist that warrant deeper scholarly engagement.

Geographic and Cultural Asymmetry:

Most research continues to originate from the Global North, particularly the U.S., U.K., and Western Europe. Studies on women in corporate environments in the Global South remain limited and often rely on Western theoretical frameworks. Future research should incorporate South–South comparative perspectives, analyzing how postcolonial histories, religion, and local economies shape gendered corporate discourses (Banerjee, 2021; Singh & Patel, 2023).

Methodological Innovation:

There is a need for multimodal discourse analysis that combines textual, visual, and digital data — including social media, corporate intranets, and algorithmic decision-making systems. The application of computational methods (e.g., AI-based discourse mapping) could complement qualitative analysis while retaining feminist reflexivity (Thomas & Hardy, 2024).

Intersectional and Temporal Dimensions:

Few studies trace intersectional experiences longitudinally. Feminist communication scholars should explore how identities evolve over time — for instance, how class mobility, motherhood, or remote work reshape women's

communicative agency. Similarly, disability, sexuality, and age remain underexplored dimensions of corporate discourse.

Organizational Reflexivity and Feminist Praxis:

Finally, the literature underscores the need for feminist praxis within organizations — the embedding of reflexivity into communication training, leadership development, and public relations. Future scholarship could examine how feminist communication principles can inform ethical corporate storytelling, promoting accountability and solidarity rather than spectacle.

Conclusion:-

This systematic review shows that language, narrative, and ideology continue to play a significant role in the discursive nature of women's engagement in corporate workspaces. Despite being nominally progressive, corporate feminism frequently reproduces neoliberal and patriarchal logics through its own communicative practices, according to a consistent pattern found in all 62 of the research examined. However, the seeds of resistance are found among these paradoxes. From memoirs to microblogs, women's narratives unveil new grammars of agency that redefine power as collective articulation rather than dominance. By presenting alternative ideals of inclusion based on compassion, solidarity, and justice, these acts of narrative intervention undermine corporate scripts of professionalism, success, and femininity. This review advances the area of feminist communication both methodologically and philosophically by fusing feminist critical discourse analysis with PRISMA-guided systematic rigor. It makes the case that rhetoric is the new arena for equality, where identity, policy, and representation come together to shape contemporary gender politics. Therefore, future research must go beyond simply tallying the number of women in boardrooms and instead focus on hearing their tales as well as the silences that are still ignored.

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