明治大学外国人研究者招聘制度　報告書

＜招聘教授・研究員の情報 / Guest Professor・Guest Scholar＞

氏　名 Name	TIRTHATANMOY DAS
所属機関（派遣元） Affiliation (Home Organization)	INDIAN INSTITUTE OF MANAGEMENT BANGALORE, INDIA
現在の職名 Position	ASSOCIATE PROFESSOR
研究期間 Period of Stay	NOV 19 2024 TO DEC 26 2024
専攻 Field of Research	ECONOMETRICS AND STRATEGY
ホスト教員氏名と所属学部研究科等 Name of host teacher and affiliation at Meiji University	西　剛広（商学部 准教授）

＜外国人研究者からの報告 / Foreign Researcher Report＞

①研究課題　/　Research Theme

Firm Performance and Board Diversity in Japan: Direct Effect, Firm Efficiency

②研究概要　/　Outline of Research

Whether women's presence on corporate boards enhances or reduces firm performance remains a debated issue in corporate governance. With the increasing emphasis on diversity, equity, and inclusion (DEI) worldwide, this question has gained significant relevance. Board composition shapes social and human capital in the boardroom, influencing governance and monitoring effectiveness (Van der Walt and Ingley, 2003; Nicholson, 2004). Among these characteristics, board diversity plays a critical role in firm performance and monitoring capabilities.

In organizations with diverse boards, members bring different ideas and perspectives, stimulating discussions and improving decision-making quality. Greater board diversity enhances managerial oversight and strengthens firm performance. However, diversity may also create conflicts, leading to social categorization into in-groups and out-groups based on similarity and attraction (Berscheid & Walster, 1979; Turner, 1987).

Empirical findings on the impact of gender diversity remain mixed. Campbell and Minguez-Vera (2007) find that gender diversity positively influences firm value, while Francoeur et al. (2008) show that firms with a high proportion of women in management and on the board experience significant abnormal returns. In contrast, Adams and Ferreira (2009) find that although gender-diverse boards engage in more monitoring, the overall effect on firm performance is negative. Carter et al. (2010) suggest that the relationship between gender diversity and firm performance is not significant and may instead be endogenous. Given these opposing views, we reexamine whether higher female representation on corporate boards improves firm performance in Japan.

③招聘期間中の研究活動の実績　/　The research results as Guest Professor・Guest Scholar

We examine this issue by combining datasets and estimating both the direct and indirect effects of women's board representation on firm performance, measured by excess returns. To identify the direct effect, we apply a bunching identification strategy on the treatment variable (Caetano et al., 2024). To estimate the indirect effect through efficiency improvements, we use the panel data structure and employ a stochastic frontier model (Battese and Coelli, 1995).

Preliminary results show a negative direct effect, suggesting that higher gender diversity lowers firm performance. However, they also indicate that greater diversity reduces inefficiency, thereby improving efficiency and enhancing performance. The positive impact of efficiency gains is nearly three times stronger than the negative direct effect, implying that, on net, higher gender diversity improves firm performance.

These preliminary results identify two distinct channels through which board gender diversity influences firm performance, factors not previously examined separately in the literature. They also offer a potential explanation for the conflicting findings—studies that focus on only one channel may overlook the broader impact.
In addition to my research activities, I presented my paper titled "The Econometrics of Antidotal Variables" at the Economics Workshop hosted by faculties at Meiji university on December 3, 2024. I also conducted two econometrics workshop sessions (each 2 hour 30 min long) titled "Advances in Causal Inference" for graduate students and faculty members on December 18 and 23, 2024. Furthermore, I interacted with faculty members of the School of Commerce and discussed future research directions.