

## REFERENCES

- Agarwal R, Helfat CE. 2009. Strategic Renewal of Organizations. *Organization Science*, 20(2): 281-293.
- Allison P. 1978. Measures of inequality. *American Sociological Review*, 43: 865-880.
- Arora P, Dharwadkar R. 2011. Corporate governance and corporate social responsibility (CSR): the moderating role of attainment discrepancy and organizational slack. *Corporate Governance: An International Review* 19:136-152.
- Bantel K, Jackson S. 1989. Top management and innovations in banking: does the composition of the top team make a difference? *Strategic Management Journal* 10: 107-124.
- Barkema HG, Shvyrkov O. 2007. Does top management team diversity promote or hamper foreign expansion? *Strategic Management Journal* 28:663-680.
- Barker VL, Duhaime IM. 1998. Strategic change in the turnaround process: Theory and empirical evidence. *Strategic Management Journal*. 18(1):13–38.
- Barker VL, Mueller GC. 2002. CEO characteristics and firm R&D spending. *Management Science* 48:782-801.
- Bathala T, Rao P. 1995. The determinants of board composition: An agency theory perspective. *Managerial and Decision Economics* 16: 59–69.
- Bear S, Rahman N, Post C. 2010. The Impact of board diversity and gender composition on corporate social responsibility and firm. *Journal of Business Ethics*, 97(2): 207–221.
- Becker MH. 1970. Sociometric location and innovativeness: reformulation and extension of the diffusion model, *American Sociological Review*, 35: 267-82.
- Bedeian AG, Mossholder KW. 2000. On the use of the coefficient of variation as a measure of diversity. *Organizational Research Methods*, 3: 285- 297.
- Bere JF. 1991. The director as servant and leader. *Directors and Boards*, 15(3): 7-8.
- Bigley A, Wiersema F. 2002. New CEOs and corporate strategic refocusing: how experiences as heir apparent influences the use of power. *Administrative Science Quarterly* 47:707-727.



Bilimoria D. 2006. The relationship between women corporate directors and women corporate officers. *Journal of Managerial Issues* 18: 47-61.

Blau P. 1977. *Inequality and Composition: A Primitive Theory of Social Structure*. Free Press, New York, NY.

Boeker W, Goodstein J, Gautam K. 1994. The effects of board size and diversity on strategic change. *Strategic Management Journal* 15: 241-250.

Boeker W. 1997. Strategic change: the influence of managerial characteristics and organizational growth. *Academy of Management Journal* 40: 152-170.

Bono JE, McNamara G. 2011. From the Editors: Publishing in AMJ - Part 2: Research Design. *Academy of Management Journal*, 54: 657-660.

Bradshaw P, Murray VV, Wolpin J. 1992. Women on boards of non-profit organizations. Paper Presented at ARNOVA Conference, October.

Brammer, Millington A, Stephen P. 2007. Gender and Ethnic Diversity Among UK Corporate Boards. *Corporate Governance* 15: 393-403.

Brown SL, Eisenhardt KM. 1998. *Competing on the edge: Strategy as structured chaos*. Boston: Harvard Business School Press.

Campbell K, Minguez-Vera A. 2008. Gender diversity in the boardroom and firm financial performance. *Journal of Business Ethics*, 83:435–451.

Canella AA, Park JN, Lee HO. 2008. Top management team functional background diversity and firm performance: examining the roles of team member colocation and environmental uncertainty. *Academy of Management Journal*, 51(4): 768-784.

Carpenter M, Fredrickson J. 2001. Top management teams, global strategic posture, and the moderating role of uncertainty. *Academy of Management Journal*, 44 (3), 533-545.

Carpenter MA. 2000. The price of change: the role of CEO compensation in strategic variation and deviation from industry norms. *Journal of Management* 26:1179-1198.

Carter D, D'Souza F, Simkins B, Simpson W. 2010. The gender and ethnic diversity of us boards and board committees and firm financial performance. *Corporate Governance: An International Review* 18: 396–414.

Cassel C. 1997. The business case for equal opportunities: Implication for women in management, *Women in Management Review*, 12:11-17.



and their effects on the company strategy and performance. *Administrative Science Quarterly* 52:351-386.

Cho TS, Hambrick D. 2006. Attention as the mediator between top management team characteristics and strategic change: The case of airline deregulation. *Organization Science*. 17(4): 453–469.

Coffey BS, Wang J. 1998. Board diversity and managerial control as predictors of corporate social performance. *Journal of Business Ethics*, 17: 1595–603.

Cook A, Glass C. 2013. Above the glass ceiling: When are women and racial/ethnic minorities promoted to CEO? *Strategic Management Journal* 35: 1080-1089.

Daily M, Dalton DR, Canella A. 2003. Corporate Governance: Decades of dialogue and data. *Academy of Management Review* 28: 371-382.

Datta DK, Rajagopalan N. 1998. Industry structure and CEO characteristics: an empirical study of succession events. *Strategic Management Journal* 19:833-852.

Dobbin F, Jung J. 2011. Corporate board gender diversity and stock performance: The competence gap or institutional investor bias? *North Carolina Law Review* 89: 809-836.

Dollinger MJ. 1984. Environmental boundary spanning and information processing effects on organizational performance, *Academy of Management Journal*, 27: 351-68.

Eisenhardt K, Bourgeois L. 1988. Politics of strategic decision making in high-velocity environments: Toward a midrange theory. *The Academy of Management Journal*, 31(4): 737-770.

Elron E. 1997. Top management teams within multinational corporations: effects of cultural heterogeneity. *Leadership Quarterly* 8(4): 393–412.

Erhardt, NL, Werbel JD, Shrader CB. 2003. Board of director diversity and firm financial performance. *Corporate Governance: An International Review*, 11: 102– 111.

Fama EF, Jensen MC. 1983. Separation of ownership and control. *Journal of Law and Economics*, 26(2): 301-325.

Fidanoski F, Simeonovski K, Mateska V. 2014. The Impact of Board Diversity on Corporate Performance: New Evidence from Southeast Europe. *Corporate*



- Finkelstein S, Hambrick C. 1990. Top management team tenure and organizational outcomes: The moderating role of managerial discretion. *Administrative Science Quarterly* 35: 484-503.
- Finkelstein S, Hambrick C. 1996. *Strategic Leadership: Top executives and their Effects on Organizations*, West, St. Paul, MN.
- Flier B. 2003. Strategic renewal of European financial incumbents: Co evolution of environmental selection, institutional effects, and managerial intentionality. ERIM PhD Series in Research in Management, ISBN 90-5892-055-0, Erasmus University Rotterdam, December 11, 2003.
- Fondas N. 2000. Women on boards of directors: gender bias or power threat?. In Burke, R. J. and Mattis, M. C. (Eds), *Women on Corporate Boards of Directors: International Challenges and Opportunities*. Dordrecht: Kluwer Academic, 171–8.
- Forbes P, Milliken J. 1999. Cognition and corporate governance: understanding boards of directors as strategic decision-making groups. *Academy of Management Review* 24: 489-505.
- Geletkanycz A, Black, S. 2001. Bound by the past? Experience-based effects on commitment to the strategic status quo. *Journal of Management* 27: 3-21.
- Geletkanycz, Marta A, Hambrick DA. 1997. The external ties of top executives: Implications for strategic choice and performance. *Administrative Science Quarterly* 42: 654-681.
- Gibbs PA. 1993. Determinant of Corporate restructuring: the relative importance of corporate governance, takeover threat, and free cash flow. *Strategic Management Journal*, Summer Special Issue 14: 51– 68.
- Ginsberg A, Buchholtz A. 1990. Converting to for-profit status: Corporate responsiveness to radical change. *Academy of Management Journal*, 33: 445-477.
- Glick WH, Waller MJ, Huber GP. 1995. Functional background as a determinant of executives' selective perception. *The Academy of Management Journal*, 38(4): 943-974.
- Golden R, Zajac J. 2001. When will boards influence strategy? Inclination x power strategic change. *Strategic Management Journal* 22: 1087-1111.



Grimm CM, Smith KG. 1991. Management and organizational change: a note on the railroad industry, *Strategic Management Journal*, 12(7): 557-62.

Hambrick C, Li J, Xin K, Tsui A. 2001. Compositional gaps and downward spirals in international joint venture management groups. *Strategic Management Journal*, 22(11): 1033-1053.

Hambrick C, Mason, A. 1984. Upper echelons: the organization as a reflection of its top managers. *Academy of Management Review* 9: 193-206.

Hambrick C, v. Werder A, Zajac E. 2008. New directions in corporate governance research. *Organization Science* 19: 381–385.

Harrison D, Klein K. 2007. What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *Academy of Management Review*, 32: 1199-1228.

Haynes K, Hillman A. 2010. The effect of board capital and CEO power on strategic change. *Strategic Management Journal* 31:1145–1163.

Herrmann P, Datta K. 2005. Relationship between top management team characteristics and international diversification: an empirical investigation. *British Journal of Management* 16: 69-78.

Heyden M, Sidhu J, Van den Bosch F, Volberda H. 2012. Top management teams and strategic renewal: How managerial cognition and learning drive adaptive change. Working paper 1-55.

Hillman A, Dalziel T. 2003. Boards of directors and firm performance: integrating agency and resource dependence perspectives. *Academy of Management Review* 28: 383-96.

Hillman A, Withers M, Collins B. 2009. Resource dependence theory: a review. *Journal of Management* 35: 1404–1427

Hitt MA, Tyler BB. 1991. Strategic decision models: integrating different perspectives. *Strategic Management Journal* 12:327-351.

Hoskisson R, Hitt M. 1988. Strategic control systems and relative R&D investment in large multiproduct firms. *Strategic Management Journal* 9:605-621.



- Jehn KA. 1995. A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40: 256-282.
- Johnson JL, Daily CM, Ellstrand AE. 1996. Boards of directors: a review and research agenda. *Journal of Management* 22: 409-38.
- Kang H, Cheng M, Gray SJ. 2007. Corporate governance and board composition: Diversity and independence of Australian Boards. *Corporate Governance: An International Review*, 15 (2): 194–207.
- Kaymak T, Bektas E. 2008. East meets west? Board characteristics in an emerging market: evidence from Turkish banks. *Corporate Governance: An International Review*, 16(6): 550-561.
- Keck SL. 1997. Top management team structure: differential effects by environmental context. *Organization Science* 8:143-156.
- Kimberly JR, Evanisko MJ. 1981. Organizational innovation: the influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations, *Academy of Management Journal*, 24: 689-713.
- Knight D, Pearce C, Smith KA, Olian J, Sims H, Flood P. 1999. Top Management Team diversity, group process, and strategic consensus. *Strategic Management Journal*, 20: 445–465.
- Kor YY. 2006. Direct and interaction effects of top management team and board compositions on R&D investment strategies, *Strategic Management Journal*, 27: 1081–99.
- Kosnik R. 1990. The effects of board demography and directors' incentives on corporate greenmail decisions. *Academy of Management Journal*, 33: 129 – 150.
- Lee PM, O'Neill HM .2003. Ownership structures and R&E investments of US and Japanese firms: agency and stewardship perspectives. *The Academy of Management*, 46(2): 212-225.
- Liebeskind JP. 1996. Knowledge, strategy, and the theory of the firm. *Strategic Management Journal* 17:93-107.
- Link J, Netter J, Yang T. 2008. The determinants of the board of structure. *Journal of Financial Economics* 87: 308-328.



UNIVERSITAS  
GADJAH MADA

The Effect of Board of Director Diversity On

Firm Performance: A Study of the Effect of Board Diversity on Firm Performance in the Indonesian Market

Strategic Change

Malerba F

FRISKA SINURAYA, Dr. Ying Feng

Orsemigo L. 2000. Knowledge, innovative activities and industrial evolution.

Universitas Gadjah Mada, 2015 | Diunduh dari <http://etd.repository.ugm.ac.id/>

*Industrial and Corporate Change* 9:289-314.

- Mallin, C. 2004. *Corporate governance*. Oxford: Oxford University Press.
- McIntyre ML, Murphy SA, Mitchell P. 2007. The top team: examining board composition and firm performance, *Corporate Governance: The International Journal of Business in Society*, 7(5): 547-561.
- McLeod P, Lobel S. 1992. The effects of ethnic diversity on idea generation in small groups. *Academy of Management Best Paper Proceedings*, 1: 227-231.
- Miller L, Triana C. 2009. Demographic diversity in the boardroom: mediators of the board diversity-firm performance relationship. *Journal of Management* 46: 756-786.
- Mintzberg H. 1978. Patterns in strategy formation. *Management Science* 24:934-948.
- Mizruchi MS. 1983. Who controls whom? An examination of the relation between management and boards of directors in large American corporations. *Academy of Management Review* 8: 426-35.
- Monks R, Minow N. 2004. *Corporate governance*, 3rd ed. Malden, MA: Blackwell Publishing Ltd.
- Murray AI. 1989. Top management group heterogeneity and firm performance, *Strategic Management Journal*, 10: 125-41.
- Narayanan VK, Lee J, Zane, Kemmerer B. 2011. The cognitive perspective in strategy: An integrative review. *Journal of Management* 37:305.
- Oster S. 1982. Intraindustrial structure and the ease of strategic change. *Review of Economics and Statistics*, 64: 376-383.
- Pearce A, Zahra A. 1992. Board composition from a strategic contingency perspective. *Journal of Management Studies* 29: 411-438.
- Pegels CC, Song YI, Yang B. 2000. Management heterogeneity, competitive interaction groups, and firm performance. *Strategic Management Journal*, 21 (9): 911- 923
- Pfeffer J, Salancik G. 1978. *The external control of organizations: A resource dependence perspective*, Harper and Row, New York, NY.
- Pfeffer J. 1972. Size and composition of corporate boards of directors: the organization and its environment. *Administrative Science Quarterly* 17:218-28.



1973. Size, composition and function of hospital boards of directors: A study of organization-environment linkage. *Administrative Science Quarterly* 18: 349-364.

Provan K.G. 1980. Board power and organizational effectiveness among human service agencies. *Academy of Management Journal* 23:221-36.

Pugliese A, Bezemer P, Zattoni A, Huse M, Van der Bosch F, Volberda H. 2009. Boards of directors' contribution to corporate strategy: A literature review and research agenda. *Corporate Governance: An International Review* 17: 292–306.

Rajagopalan N, Spreitzer GM. 1997. Toward a theory of strategic change: A multi-lens perspective and integrative framework. *The Academy of Management Review*, 22 (1): 48–79.

Rogers E, Shoemaker F. 1971. *Communication of Innovation*, The Free Press, New York, NY.

Selby CC. 2000. From male locker room to co-ed board room: A twenty-five year perspective. In R.J. Burke and M.C. Mattis (eds) *Women on corporate boards of directors: International challenges and opportunities*. Dordrecht: Kluwer, pp: 239-251.

Shen W, Cannella Jr, A. 2002. Revisiting the performance consequences of CEO succession: The impacts of successor type, postsuccession senior executive turnover, and departing CEO tenure. *Academy of Management Journal* 45: 717-733.

Shultz SF. 1995. Women directors – the outmoded myths, *Directorship* 21(6):8-10.

Siciliano J. 1996. The relationship of board member diversity to organizational performance, *Journal of Business Ethics*, 15: 1313-1320.

Tarus D, Aime F. 2014. Board demographic diversity, firm performance and strategic change. *Management Research Review* 37: 1110 - 1136 .

Triana C, Miller L, Trzebiatowski M. 2013. The double-edged nature of board gender diversity: Diversity, firm performance, and the power of women directors as predictors of strategic change. *Organization Science* 25: 609-632.

Tushman M, Romanelli E. 1985. Organizational evolution: a metamorphosis model of convergence and reorientation. In L.L. Cummings and B.M. Shaws (eds) *Research and Organizational Behavior*. Greenwich, CT: JAI Press.

Tyler BB, Steensma K. 1998. The effects of executives' experiences and perceptions on

- Volberda H, Baden-Fuller C, Bosch F. 2001. Mastering strategic renewal: Mobilizing renewal journeys in multi-unit firms. *Long Range Planning* 34:209-229
- Watson WE, Kumar K, Michaelsen LK. 1993. Cultural diversity's impact on interaction process and performance: Comparing homogenous and diverse task groups. *Academy of Management Journal*, 36 (3): 590–602.
- Webb J, Dawson P. 1991. Measure for measure: Strategic change in an electronics instruments corporation. *Journal of Management Studies*, 28: 191-206.
- Westphal D, Fredrickson W. 2001. Who directs strategic change? Directors experience, the selection of new CEOs, and change in corporate strategy. *Strategic Management Journal* 22: 1113-1137.
- Westphal D, Zajac J. 1997. Defections from the inner circle: Social exchange, reciprocity, and the diffusion of board independence in US corporations. *Administrative Science Quarterly* 42: 161-183.
- Whipp R, Rosenfeld R, Pettigrew A. 1989. Culture and competitiveness: Evidence from two mature UK industries. *Journal of Management Studies*, 26: 561-585.
- Wiersema M, Bantel K. 1992. Top management team demography and corporate strategic change. *Academy of Management Journal* 35: 91-121.
- Wright PM, Snell SA. 1999. Understanding executive diversity: more than meets the eye. *Human Resource Planning* 22:49-51.
- Zahra A, Pearce A. 1989. Boards of directors and corporate financial performance: A review and integrative model. *Journal of Management* 15: 291-334
- Zahra A, Pearce A. 1990. Determinants of board of directors' strategic involvement. *European Management Journal* 8: 164-173.
- Zajac EJ, Kraatz MS, Bresser RKF. 2000. Modeling the dynamics of strategic fit: a normative approach to strategic change. *Strategic Management Journal*, 21(4): 429-453.
- Zhang L. 2012. Board demographic diversity, independence, and corporate social performance. *Corporate Governance: The International Journal of Business in Society* 2: 686-700.



UNIVERSITAS  
GADJAH MADA

**The Effect of Board of Director Diversity On  
Firm Performance and Strategic Change**

FRISKA SINURAYA, Dr. Ying Feng

Zhang Y, Rajagopalan N: 2010

Once an outsider, always an outsider? CEO origin,  
strategic change, and firm performance. *Strategic Management Journal* 31:334-346.

Universitas Gadjah Mada, 2015 | Diunduh dari <http://etd.repository.ugm.ac.id/>

Zhang Y. 2006. The presence of a separate COO/president and its impact on strategic change and CEO dismissal. *Strategic Management Journal* 27:283-300.