

REFERENCES

- ACCA Global (2016). "Diversifying the board – a step towards better governance", Available at : <https://www.accaglobal.com/us/en/student/exam-support-resources/professional-exams-study-resources/strategic-business-leader/technical-articles/diversifying-the-board.html> (accessed 8 june 2018)
- Arfken, D. E., Bellar, S. L., & Helms, M. M. (2004). "The ultimate glass ceiling revisited: the presence of women on corporate boards". *Journal of Business Ethics*, Vol. 50: 177–186.
- Barney, J. B. (1991). "Firm resources and sustained competitive advantage". *Journal of Management*, Vol. 17: 993-1000.
- Beaver, Graham and Hutchings Kate. (2005). "Training and developing an age diverse workforce in SMEs;. The need for a strategic approach". *Education and Training* Vol. 47 No. 8/9: 592-604
- Catalyst Inc. 2006. *Catalyst Census of Women Board Directors of the Fortune 500 Ten Years Later: Limited Progress, Challenges Persist*. New York, NY.
- CGIO, NUS Business School (2012). "Indonesia boardroom diversity report 2012-Female footprints in IDX listed companies".
- Cheng, L.T.W., Chan, R.M.K., and Leung, T.Y. (2010). "Management demography and corporate performance: Evidence from China". *International Business Review*, Vol. 19: 261-275
- Credit Suisse. (2012). *Gender diversity and corporate performance*. Switzerland
- Darmadi, Salim. (2011). "Board diversity and firm performance: the Indonesian evidence". *Journal Corporate Ownership and Control*, Vol. 8: 450-466
- Daniel C.M. Low., Helen Roberts., and Rosalind H. Whiting (2015). "Board gender diversity and firm performance: Empirical evidence from Hongkong, South Korea, Malaysia and Singapore". *Pacific-Basin Finance Journal*, Vol. 35: 381-401
- Dagsson, S and Larsson Emil. (2011). *How age diversity on the board of directors affects firm performance*. Bussiness Administration, Blekinge Institute of Technology School of Management.

- Delloite, (2017). *Women in the boardroom: A global perspective 5th edition*. Global center for corporate governance.
- Diepen, Natalie Van. (2015). *The effect of gender, age and nationality diversity on company performance-Evidence from the Netherlands. 5th IBA Bachelor Thesis Conference*, July 2nd, 2015, Enschede, The Netherlands. pp 12
- Ehikioya, B.I. (2009). Corporate governance structure and firm performance in developing economies: evidence from Nigeria. *Corporate Governance*, Vol. 9(3): 231-243.
- Engelen, P., van den Berg, A., & van der Laan, G. (2012). "Board Diversity as a Shield During the Financial Crisis". *Corporate Governance*: 259-285.
- Ernst and Young (2009). *Ground breakers: Using the strength of women to rebuild the world economy*, New Jersey.
- Estélyi, K.S., & Nisar, T.M. (2006). "Diverse boards: Why do firms get foreign nationals on their boards?". *Journal of Corporate Finance*, Vol. 39: 174–192.
- Ferreira, Daniel. (2010). *Board Diversity Chapter 12 in Corporate Governance: A synthesis of Theory, Research, and Practice*. John Wiley & Sons: 225-242
- Ferro, I. F., Izquierdo, M. A. F., and Torres, M. J.M. (2015). "Age study: empirical study in the board of director". *Cybernetics and Systems: An International Journal*, Vol. 46: 249–270
- Garcia-Meca, Emma., Garcia-Sanchez, Isabel-Maria. and Martinez-Ferrero, Jennifer. (2015). "Board diversity and its effects on bank performance: An international analysis". *Journal of Banking & Finance*.
- Gibson, D. (1996). Broken down by age and gender: "The problem of old women". *Gender and Society*, 10: 433-448.
- Hambrick, D.C dan Mason, P.A., (1984). "Upper Echelon : The organization as a Reflection of its Top Managers". *Academy of Management Review* :193-206
- Hillman, A.J., Shropshire, C., and Cannella, A.A. (2007). "Organizational predictors of women on corporate boards". *Journal of Academic Management*, Vol. 50: 941–952.
- Hornett, Clinton Darren. (2015). "The impact of board of nationality, gender and race diversity on company performance". Gordon Institute of Business Science, University of Pretoria.

Jensen, M. C., & Meckling, W. (1976). "Theory of the firm: managerial behaviour, agency cost and ownership structure". *Journal of Financial Economics*, 305-360.

Johnson, J. L: Daily, C. M. and Ellstrand, A. E. (1996). ."Boards of Directors: A Review and Research Agenda". *Journal of Management*, Vol. 22: 409–438.

Johnson, S.G., Schnatterly, K., Hill, A.D., (2013). "Board composition beyond independence social capital, human capital, and demographics". *Journal of Management*, Vol. 39 : 232–262.

Julizaerma, M. K., and Sori, Z. (2012). "Gender diversity in the boardroom and firm performance of Malaysian public listed companies". *Procedia—Social and Behavioral Sciences*, Vol. 65: 1077–1085

Kang, H., Cheng, M., & Gray, S. J. (2007). "Corporate governance and board composition: Diversity and independence of Australian boards". *Corporate Governance: An International Review*, Vol. 15: 194–207.

Lukviarman, Niki. (2004). *Ownership Structure and Firm Performance: the case of Indonesia*. Curtin University of Technology.

Milliken, F. J., Martins, L. L. (1996). "Searching for common threads: Understanding the multiple effects of diversity in organizational groups". *Academy of management review*, Vol. 21(2): 402-433.

Miller, M. P. (1991). "Factors promoting wellness in the aged person: An ethnographic study". *Advances in Nursing Science*, Vol. 13(4): 38-51

Oxelheim, L. and Randoy, T. (2003). "The impact of foreign board membership on firm value". *Journal of Banking and Finance*, Vol. 27(12): 2369-2392

OECD. (2008). *Principles of Corporate Governance*. A boardroom perspective.

Pfeffer, J. and Salancik, G. (1978). *The External Control of Organisations, A Resource Dependence Perspective*, Harper and Row, New York.

Platt, H. and Platt, M. (2012). "Corporate board attributes and bankruptcy". *Journal of Business Research*, Vol. 65(8): 1139-1143.

Randoy, T., Oxelheim, L., and Thomsen, S. (2006). "A Nordic Prespective on corporate board diversity". Nordic Innovation Centre, Oslo, November.

Republik Indonesia. 2007. UU No. 40 *Tentang Perseroan Terbatas*.

Republik Indonesia. 2003. UU No. 13 *Tentang ketenagakerjaan*

Republik Indonesia. 1999. UU No. 20 *Tentang Pengesahan Konvensi ILO No.138*

Rodrigues, I.F. Da Silva. (2014). *Nationality Diversity on Board of Directors and its Impact on Firm Performance*. University of Barcelona

Scheppink, A.A.J. (2018). Board Gender Diversity and Firm Performance: The Effect of National Culture.

Shabbir, J Bus Fin Aff. (2018). “Women on Corporate Boards and Firm Performance, Preliminary Results from Italian Listed Companies after the Introduction of Gender Quota Law 120/2011”. *Journal of Business & Financial Affairs* Vol. 7

Smith, N., Smith, V. and Verner, M. (2005). “Do Women in Top Management Affect Firm Performance: A Panel Study of 2500 Danish Firms”. The Institute for the Study of Labour Discussion Paper, IZA DP No.1708

Stoner, J.A.F., Freeman, R.E and Gilbert, D.R. (1995). *Management. Prentice Hall International Edition*. Englewood Cliffs

Terjesen, S., Couto, E., & Francisco, P. (2015). “Independent and female directors and agency costs: A multi-country study”. *Journal of Management and Governance*.

The Regulation of Minister of Labor R.I Number: Per.02 / Men / 1993 About Normal Retirement Age and Limit of Maximum Pension Age For Participant Regulation of Pension Fund

Tjager, I Nyoman, F. Antonius Alijoyo, Humphery, R., Djemat dan Bambang Sembodo, (2003). *Corporate Governance: Tantangan dan Kesempatan Bagi Komunitas Bisnis Indonesia*, PT Prenhalindo, Jakarta,

Thomas, D. A., & Ely, R. J. (1996). “Making differences matter: A new paradigm for managing diversity”. *Harvard Business Review*, 74: 79-90.

Ujunwa, A., C. Okoyeuzu, I. Nwakoby (2012). “Corporate Board Diversity and Firm Performance. Evidence from Nigeria”. *Review of International Comparative Management*, 13 (4): 605-620.

Van Der Walt, N. and Ingley, C. (2003). “Board Dynamics and the Influence of Professional Background, Gender and Ethnic Diversity of Directors”. *Corporate Governance: An International Review*, 11: 218–234.

Wardhani. (2006). Mekanisme corporate governance dalam perusahaan yang mengalami kesulitan keuangan (Financial Distressd Firms). *Simposium Nasional Akuntansi*. Denpasar, Bali.



- Wiersema, M.F., and Bantel, K.a. (1992). "Top management team demography and corporate strategic change". *Academy of management journal*, Vol. 35 (1): 91-121
- Ye, K., Ran, Z., & Zabihollah, R. (2010). "Does top executive gender diversity affect earning quality?. A large sample analysis of Chinese Listed firms" *Advances in Accounting, Incorporating Advances in International Accounting*, Vol. 26: 47-54.

