UNIVERSITÄT PADERBORN
Die Universität der Informationsgesellschaft

Objective Surface-Level Diversity in Organizations:

Looking Back and Beyond

Der Fakultät für Wirtschaftswissenschaften der

Universität Paderborn

zur Erlangung des akademischen Grades

Doktor der Wirtschaftswissenschaften

– Doctor rerum politicarum –

vorgelegte Dissertation

von

Kristina Reineke, M.A.

geboren am 23. März 1987 in Steinheim (Westf.)

2020

Erstgutachter: Prof. Dr. René Fahr

Zweitgutachter: Prof. Dr. Martin Schneider

VORWORT

Eines der Kernergebnisse dieser Dissertation ist, dass die Beziehung zwischen Diversität in Teams und Performance hoch komplex ist. Ob Diversität einen positiven, negativen oder gar keinen Effekt auf die Performance eines Teams hat, hängt von einer Vielzahl von Umweltfaktoren ab. Aus persönlicher Sicht kann ich jedoch sagen, dass meine Performance – diese Dissertation – nicht zustande gekommen wäre, hätte nicht ein diverses Team zur Unterstützung hinter mir gestanden. Jedes Mitglied dieses Teams hat dazu beigetragen, dass ich diesen Lebensabschnitt nun erfolgreich abschließen kann.

Ich bedanke mich ganz herzlich bei meinem Doktorvater und Mentor, Prof. Dr. René Fahr. Er hat meinen Werdegang bereits als Studentische Hilfskraft begleitet und mich dabei auf den Weg in die Forschung gebracht. Vor allem sein Engagement für die Universität Paderborn, für seinen Lehrstuhl und für sein gesamtes Team haben für mich eine starke Vorbildfunktion. Vielen Dank für die Unterstützung.

Ebenso danke ich Prof. Dr. Martin Schneider, Prof. Dr. Bernd Frick und Prof. Dr. Stefan Jungblut für ihre Zeit und Unterstützung als Mitglieder in der Promotionskommission.

Meinem Koautor Prof. Dr. Rodrigo Isidor danke ich für seinen pragmatischen Optimismus und seine Entschlossenheit. Dr. Holger Steinmetz danke ich für seine unermüdliche Unterstützung in statistischen Fragestellungen.

Ebenso möchte ich mich bei meinen „friendly Reviewern" Dr. Sarah Altmann, Dr. Anica Rose, Wiebke Sieburg und Ellen Tüllmann bedanken. Eure Anmerkungen und Ideen haben dieser Dissertation den letzten Schliff gegeben.

Meinem Vorgesetzten Dr. Ingo Steinheider danke ich, dass er mich stets mit einer Mischung aus Geduld und „gesundem Arbeitsdruck" forderte und motivierte.

Abschließend danke ich meiner Familie, insbesondere meinen Schwestern, für ihre offenen Ohren sowie meinen Freunden für die notwendige Ablenkung. Der größte Dank gilt meinem Freund Dominic Schatte. Durch seinen Rückhalt, seine Liebe, seine Aufmunterung und seinen Witz war es mir möglich, mich weiter zu motivieren, mich voranzutreiben und wann immer nötig zu lachen und auf andere Gedanken zu kommen.

Paderborn, Januar 2020   Kristina Reineke

TABLE OF CONTENTS

1 INTRODUCTION

1.1 Research Scope

Against the background of a globalized world and of considerable demographic, cultural, and legal changes worldwide, workplaces become increasingly diverse (Christian, Porter, & Moffitt, 2006). These changes have led to a growing interest of researchers, politicians, and organizations in the consequences of a diverse workforce, particularly regarding its impact on organizational and team performance (Kearney, Gebert, & Voelpel, 2009).

Diversity is defined as a "*characteristic of a social grouping that reflects the degree to which there are objective or subjective differences between people within the group*" (van Knippenberg & Schippers, 2007, p. 516). This broad definition includes numerous diversity dimensions ranging from gender diversity over functional diversity to diversity in personalities (van Knippenberg, De Dreu, & Homan, 2004).

In order to narrow their research focus down, diversity researchers have used categorization schemes (Mannix & Neale, 2005) such as the differentiation between objective and perceived diversity. Whereas objective diversity is defined as "*actual differences*" between group members (e.g., age differences calculated via survey answers), perceived diversity describes a group "*members' awareness of differences*" (Shemla, Meyer, Greer, & Jehn, 2014, p. 89). Another categorization scheme is the differentiation between deep-level and surface-level diversity. Deep-level diversity focuses on differences that are not readily detectable and therefore require time to be recognized by group members. Examples are differences in values (Jehn, Chadwick, & Thatcher, 1997), beliefs (Harrison, Price, & Bell, 1998) and personality traits (Barsade, Ward, Turner, & Sonnenfeld, 2000). In contrast, surface-level diversity is based on group characteristics that are highly visible and immediately apparent to members of a social group. Surface-level diversity can include both bio-demographic (i.e., age, gender, ethnicity) as well as task-related characteristics (i.e., educational level, functional background, experiential diversity) (Mohammed & Angell, 2004).

The overarching goal of this dissertation is to integrate and restructure past research findings on the relationship between objective surface-level diversity and performance to lay the foundation for future research questions beyond performance issues.

In the past, the main focus of politicians, practitioners and researchers have been the relationship between diversity in organizational teams and its effect on performance (Kearney et al., 2009). Driving the public discourse by promoting the "*value-in-diversity*" hypothesis (McLeod, Lobel, & Cox, 1996), advocacy and consulting organizations have emphasized the beneficial effects of diversity and supported the business case for diversity (Eagly, 2016; Labucay, 2015). In particular, surface diversity such as gender diversity is highlighted in combination with performance goals (Catalyst, 2018). Trusting in the beneficial effects of diversity, organizations are eager to boost their performance by hiring diverse talents and by building more diverse top management teams (Mannix & Neale, 2005). In the second chapter of this dissertation, I follow the public discourse and analyze the relationship between the presence of women on top management teams and organizational performance more closely.

In contrast to public discourse and organizational determination, scientific research characterizes diversity as a "*double edged sword*" (Milliken & Martins, 1996). Up to now there is no unequivocal empirical evidence for the causal relationship between diversity and performance (Jackson, Joshi, & Erhardt, 2003; Mannix & Neale, 2005). Whereas some researchers did not succeed in finding a significant effect of diversity on performance (Stewart & Johnson, 2009), others have found support for either a negative (e.g., Cady & Valentine, 1999) or a positive relationship (e.g., Lee & Farh, 2004). In an attempt to explain diverging results, past research moved from analyzing the main effect of diversity on performance to explore contingency models (Shemla, 2010). These contingency models were the focus of diversity research ever since and suggest that whether diversity produces positive or negative outcomes, depends on various moderating effects (Shemla, 2010). Although, producing valuable cumulative results on the diversity – performance relationship, there is little research on the underlying team mechanisms that link diversity and performance. Therefore, in the third chapter, I integrate past findings on relevant surface diversity dimensions (gender, age, ethnic, functional, educational, experiential diversity), team mechanisms (i.e., information elaboration and the social categorization), and performance measures (i.e., subjective versus objective) into one all-encompassing model. In doing so, I broaden the research focus of the second chapter, aggregate and structure findings on surface-level diversity and, thus, establish a platform for future studies to build upon.

Moving from the past into the present, surface-level diversity has already become an integral part of organizations (Leslie, 2017). Demographic trends such as decreasing birth rates and increasing life expectancy in combination with globalization has led to a declining and ageing workforce (UN, 2017) with an increasing share of women (Richard, Ford, & Ismail, 2006) and ethnically diverse groups (Zhan, Bendapudi, & Hong, 2015). Furthermore, employees become increasingly specialized and have to work in cross-functional teams in order to succeed (Mannix & Neale, 2005).

Since organizations are already confronted with a diverse workforce, the question whether or not to foster surface-level diversity to increase team and organizational performance recedes into the background. In times of labor shortage, it has rather become key to foster the well-being of the diverse workforce. In this regard, mental well-being is an important influencing factor for the retention of employees. Emotional exhaustion, in particular, might be an early indication for employees to stay away from work due to illnesses, absenteeism, turnover, or entrance into retirement (Cropanzano, Rupp, & Byrne, 2003; Green, Miller, & Aarons, 2013; von Bonsdorff, Vanhala, Seitsamo, Janhonen, & Husman, 2010; Wright, 1998). As a consequence, it is in the interest of companies to understand the effect of future challenges on the (mental) well-being of their diverse workforce. The fourth chapter takes a closer look at the influence of digitization on the emotional exhaustion of employees with a special focus on the role of age.

1.2 Outline

This dissertation consists of an introduction, a conclusion, and of three essays which are briefly summarized below. The three essays are to be considered as independent manuscripts. Theoretical and methodological explanations may therefore be presented multiple times.

Chapter 2 "*Women on Top Management Teams and Firm Performance in German Medium-Sized Enterprises: The Moderating Role of Recruiting Source*" marks the starting point of this dissertation and was inspired by the public discourse on the "*business case*" of gender diversity. The essay examines the conditions under which the proportion of women on top management teams (TMTs) is related to firm performance of medium-sized enterprises (MEs). Contrary to popular claims, scientific evidence regarding the relationship between the proportion of women on TMTs and firm performance is still inconclusive. Building on upper echelons theory and using a sample of 1,025 German MEs, the essay reveals that there

is no main effect of the proportion of women on firm performance and that the effect depends on the recruiting source of TMT members. In particular, the research paper shows that the proportion of women is negatively related to performance when TMT members were recruited from the owner's family or the internal job market while the opposite is true when members were recruited from the external job market. The results suggest that it is important to take the personal capabilities and job experience of TMT members into account instead of exclusively considering their gender.

Chapter 3 "*Diversity, Team Mechanisms, and Performance: A Meta-Analytical Test of an Opposing Path Model*" consolidates past research findings. Although various studies and meta-analyses have investigated the impact of team diversity on performance, they mostly find weak or non-significant relationships. The essay proposes and tests whether the inconclusive empirical results originate in the simultaneous effects of two counteracting team mechanisms. Using a sample of 218 studies, the essay examines via meta-analytical structural equation modelling (MASEM) whether the effects of three bio-demographic diversity dimensions (i.e., gender, age, ethnicity) and three task-related diversity dimensions (i.e., functional, educational, experiential diversity) on subjective and objective performance are simultaneously mediated via social categorization and information elaboration. In doing so, both positive and negative effects of diversity are considered at the same time. Contrary to the previous hypothesis, there was a weak negative relationship between ethnic diversity and information elaboration. None of the other diversity dimensions had a significant effect on either of the mediators and, thus, on performance. Subsequent bivariate meta-analysis in addition to moderator analyses failed to provide evidence about context-specific relationships between diversity and its presumed consequences.

Finally, Chapter 4 "*The Influence of Digitization on the Emotional Exhaustion of Employees: The Moderating Role of Traditional Job Resources and Age*" is directed towards future organizational challenges such as managing a diverse workforce in the face of digitization. Against the background of technological trends, employees are increasingly confronted with digital job demands such as digital hindrance demands (i.e., the introduction of new technologies as well as the associated organizational restructuring process) and digital challenge demands (i.e., an increase in task complexity and intensity). Up to now, little is known to what extent these digital demands influence the mental well-being of employees. By drawing on the Job-Demands and Resources (JD-R) model, this research

paper assesses the impact of digital hindrances and digital challenges on the emotional exhaustion of employees. Particular attention is paid to the role of age and to the potential buffering effect of traditionally researched job resources (i.e., autonomy, support of leaders and peers). Using hierarchical regression modelling with a sample of 6,855 white collar workers, the results show that digital job demands exert a high and significant positive effect on emotional exhaustion. Whereas traditional job resources and increasing age helped alleviating the effect of digital challenge demands, the emotional exhaustion caused by digital hindrances was unaffected by age and could only limitedly be buffered by traditional resources.

2 STUDIES OF THE DISSERTATION

This dissertation is a compilation of three essays addressing objective surface-level diversity in organizations from different angles:

1. Reineke, K., Steinmetz, H., Isidor, R., & Kabst, R. (2020). Women on Top Management Teams and Firm Performance in German Medium-Sized Enterprises: The Moderating Role of Recruiting Source. *Working Paper,* Paderborn University.

2. Reineke, K., Steinmetz, H., & Isidor, R. (2020). Diversity, Team Mechanisms, and Performance: A Meta-Analytical Test of an Opposing Path Model. *Working Paper*, Paderborn University.

3. Reineke, K. (2020). The Influence of Digitization on the Emotional Exhaustion of Employees: The Moderating Role of Traditional Job Resources and Age. *Working Paper*, Paderborn University.

3 CONCLUSION

The over-arching goal of this dissertation is to look back on objective surface-level diversity research, to integrate past findings and to lay the foundation for future research questions beyond performance issues.

The main objective guiding the field of diversity research has been determining the effect of diversity on performance. In this regard, this dissertation confirms earlier claims that there is no blanket claim for the effect of surface diversity on performance (Eagly, 2016). Research has to be more nuanced by considering the different moderating effects to understand which processes, mechanisms, as well as individual characteristics and attitudes influence the relationship between diversity and performance. For instance, the first paper finds that gender diversity per se does not make a business case. Only in combination with the necessary skills, competences, and job relevant experience can women add to a firm's performance. The results for gender diversity of the first essay are corroborated and expanded to further diversity dimensions in the second essay. It supports the hypothesis that the relationship between diversity and performance is highly complex. By integrating the well-researched diversity – performance relationship in one encompassing model, this dissertation stresses the importance to gain a more comprehensive understanding of the processes and effects within the "*black box*" (Pelled et al., 1999) of diversity.

Furthermore, the findings of this dissertation contribute to reduce discrimination against superficially diverse employee subgroups. The fact that surface-level diversity is of negligible importance when it comes to performance, stresses the argument that it neither has a detrimental effect on team functioning. No surface diversity dimension analyzed in this dissertation is able to deteriorate objective performance. Therefore, neither bio-demographic nor task-related diverse subgroups should be excluded from the entrance into the organization and its higher ranks. When it comes to practitioners, they should not concern themselves with factors of surface diversity when hiring or promoting superficially diverse employees. In addition, from a performance point of view there is no reason in artificially building superficially diverse teams nor in blocking the hiring and promoting of stereotyped subgroups for performance reasons. In sum, there indeed is a need to discuss and foster organizational diversity. Yet, the basic motivation should stem from a point of fairness and social justice among diverse employees rather than from unsubstantiated performance reasons (Eagly, 2016).

Looking beyond, this dissertation promotes a shift in the focus of diversity research. Whereas past research mainly narrowed diversity research down to its consequences on performance, future research should look past performance issues. Nowadays, diversity is a given factor in organizations. Thus, diversity should evolve from a main explanatory variable into a context variable for future research. By acknowledging diversity as a context factor, organizations might realize that a one-size-fits-all approach of human resource management will not be sufficient anymore. Diverse employees perceive and react differently to working environments (Schaufeli & Taris, 2014). Therefore, it is important to understand the needs of the diverse subgroups to foster the (mental) health of employees. By analyzing the consequences of digitization on the mental well-being of age diverse employees, the third essay is but one example for the examination of diversity as a context variable. The exploration of further diversity dimensions therefore presents a fruitful avenue for future research.

REFERENCES

Abbasi, A. A., & Bordia, P. (2019). Thinking, young and old: cognitive job demands and strain across the lifespan. *Work, Aging and Retirement*, *5*(1), 91–113. https://doi.org/10.1093/workar/way013

Acemoglu, D., & Autor, D. H. (2011). Skills, tasks, and technologies: implications for employment and earnings. *Handbook of Labor Evonomics*, *4*, 1043–1171.

Agle, B. R., Nagarajan, N. J., Sonnenfeld, J. A., & Srinivasan, D. (2006). Does CEO charisma matter? An empirical analysis of the relationships among organizational performance, environmental uncertainty, and top management team perceptions of CEO charisma. *Academy of Management Journal*, *49*(1), 161–174. https://doi.org/10.5465/AMJ.2006.20785800

Aguinis, H., Beaty, J. C., Boik, R. J., & Pierce, C. A. (2005). Effect size and power in assessing moderating effects of categorical variables using multiple regression: a 30-year review. *Journal of Applied Psychology*, *90*(1), 94–107. https://doi.org/10.1037/0021-9010.90.1.94

Aguinis, H., Gottfredson, R. K., & Wright, T. A. (2011). Best-practice recommendations for estimating interaction effects using meta-analysis. *Journal of Organizational Behavior*, *32*(8), 1033–1043. https://doi.org/10.1002/job.719

Aiken, L. S., & West, S. G. (1991). *Multiple regression: testing and interpreting interactions*. Newbury Park, CA: Sage.

Alarcon, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior*, *79*(2), 549–562. https://doi.org/10.1016/j.jvb.2011.03.007

Allison, P. D. (1978). Measures of inequality. *American Sociological Review*, *43*(6), 865–880.

Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: a review and recommendations. *Leadership Quarterly*, *21*(6), 1086–1120. https://doi.org/10.1016/j.leaqua.2010.10.010

Autor, D. H., Katz, L. F., & Kearney, M. S. (2006). *The Polarization of US job market* (NBER WORKING PAPER SERIES THE No. 11986). Cambridge. Retrieved from http://www.nber.org/papers/w11986

Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, *22*(3), 309–328. https://doi.org/10.1108/02683940710733115

Bakker, A. B., & Demerouti, E. (2014). *Job Demands – Resources Theory*. (P. Y. Chen & C. L. Cooper, Eds.), *Wellbeing: A Complete Reference Guide, Volume III*. John Wiley & Sons, Inc.

Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, *10*(2), 170–180. https://doi.org/10.1037/1076-8998.10.2.170

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2002). Validation of the Maslach Burnout Inventory - General survey: an internet study. *Anxiety, Stress and Coping*, *15*(3), 245–260. https://doi.org/10.1080/1061580021000020716

Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, *43*(1), 83–104. https://doi.org/10.1002/hrm.20004

Bakker, A. B., & Sanz-τergel, A. I. (2013). Weekly work engagement and flourishing: the role of hindrance and challenge job demands. *Journal of Vocational Behavior*, *83*(3), 397–409. https://doi.org/10.1016/j.jvb.2013.06.008

Balkundi, P., Kilduff, M., Barsness, Z. I., & Michael, J. H. (2007). Demographic antecedents and performance consequences of structural holes in work teams. *Journal of Organizational Behavior*, *28*(2), 241–260. https://doi.org/10.1002/job.428

Bamberger, S. G., Vinding, A. L., Larsen, A., Nielsen, P., Fonager, K., Nielsen, R. N., … Omland, Ø. (2012). Impact of organisational change on mental health: a systematic review. *Occupational and Environmental Medicine*, *69*(8), 592–598. https://doi.org/10.1136/oemed-2011-100381

Bantel, K. A., & Jackson, S. E. (1989). Top management and innovations in banking: Does the composition of the top team make a difference? *Strategic Management Journal*, *10*(1), 107–124. https://doi.org/10.1002/smj.4250100709

Bao, S., Fainshmidt, S., Nair, A., & Vracheva, V. (2014). Women in upper echelons of management, tenure and legal risk. *British Journal of Management*, *25*(2), 388–405. https://doi.org/10.1111/j.1467-8551.2012.00847.x

Barling, J., Rogers, K., & Kelloway, E. K. (1995). Some effects of teenagers' part-time employment: the quantity and quality of work make the difference. *Journal of Organizational Behavior*, *16*(2), 143–154.

Barrick, M. R., Bradley, B. H., Kristof-Brown, A. L., & Colbert, A. E. (2007). The moderating role of top management team interdependence: implications for real teams and working groups. *Academy of Management Journal*, *50*(3), 544–557. https://doi.org/10.5465/AMJ.2007.25525781

Barsade, S. G., Ward, A. J., Turner, J. D. F., & Sonnenfeld, J. A. (2000). To your heart's content: a model of affective diversity in top management teams. *Administrative Science Quarterly*, *45*(4), 802. https://doi.org/10.2307/2667020

Bayazit, M., & Mannix, E. A. (2003). Should I stay or should I go? Predicting team members intent to remain in the team. *Small Group Research*, *34*(3), 290–321. https://doi.org/10.1177/1046496403251634

Bayo-Moriones, A., Calleja-Blanco, J., & Lera-Lopez, F. (2015). The relationship between ICTs and HPWPs across occupations. *International Journal of Manpower*, *36*(8), 1164–1180. https://doi.org/10.1108/IJM-12-2013-0293

Bell, S. T., Villado, A. J., Lukasik, M. A., Belau, L., & Briggs, A. L. (2011). Getting specific about demographic diversity variable and team performance relationships: a meta-analysis. *Journal of Management*, *37*(3), 709–743. https://doi.org/10.1177/0149206310365001

Berg-Beckhoff, G., Nielsen, G., & Ladekjær Larsen, E. (2017). Use of information communication technology and stress, burnout, and mental health in older, middle-aged, and younger workers–results from a systematic review. *International Journal of Occupational and Environmental Health*, *23*(2), 160–171. https://doi.org/10.1080/10773525.2018.1436015

Bielak, A. A. M., Hughes, T. F., Small, B. J., & Dixon, R. A. (2007). It's never too late to engage in lifestyle activities: significant concurrent but not change relationships between lifestyle activities and cognitive speed. *Journals of Gerontology - Series B Psychological Sciences and Social Sciences*, *62*(6), 331–339. https://doi.org/10.1093/geronb/62.6.P331

Bigley, G. A., & Wiersema, M. F. (2002). New CEOs and corporate strategic refocusing: how experience as heir apparent influences the use of power. *Administrative Science Quarterly*, *47*(4), 707–727.

Blanchard-Fields, F. (2007). Everyday problem solving and emotion: an adult developmental perspective. *Current Directions in Psychological Science*, *16*(1), 26–31. https://doi.org/10.1111/j.1467-8721.2007.00469.x

Blau, P. M. (1977). *Inequality and heterogeneity: a primitive theory of social structure*. New York: Free Press.

BMAS. (2017). *Weissbuch - Arbeiten weiter denken*.

Boone, C., & Hendriks, W. (2009). Top management team diversity and firm performance: Moderators of functional-background and locus-of-control diversity. *Management Science*, *55*(2), 165–180. https://doi.org/10.1287/mnsc.1080.0899

Bradley, J., Loucks, J., Macaulay, J., Noronha, A., & Wade, M. (2015). *Digital vortex: how digital disruption is redefining industries*. Retrieved from https://www.cisco.com/c/dam/en/us/solutions/collateral/industry-solutions/digital-vortex-report.pdf

Bresnahan, T. F., Brynjolfsson, E., & Hitt, L. M. (2002). Information technology, workplace organization, and the demand for skilled labor: firm-level evidence. *The Quarterly Journal of Economics*, (February), 339–376.

Brewer, E. W., & Shapard, L. (2004). Employee burnout: a meta-analysis of the relationship between age or years of experience. *Human Resource Development Review*, *3*(2), 102–123. https://doi.org/10.1177/1534484304263335

Brewer, M. B., & Kramer, R. M. (1985). The psychology of intergroup attitudes and behavior. *Annual Review of Psychology*, *36*, 219–243.

Brockhaus, R. H. (2004). Family business succession: suggestions for future research. *Family Business Review*, *17*(2), 165–177.

Brown, S. P., & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: meta-analysis and assessment of causal effects. *Journal of Marketing Research*, *30*(1), 63. https://doi.org/10.2307/3172514

Buckley P.J. (1989). Foreign Direct Investment by Small- and Medium-Sized Enterprises: The Theoretical Background. In: The Multinational Enterprise. Palgrave Macmillan, London. *Palgrave MacMillan, London*. https://doi.org/https://doi.org/10.1007/978-1-349-11026-1_2

Bunderson, J. S., & Sutcliffe, K. M. (2002). Comparing alternative conceptualizations of functional diversity in management teams: process and performance effects. *Academy of Management Journal*, *45*(5), 875–893. https://doi.org/10.2307/3069319

Bunderson, J. S., & van der Vegt, Gerben, S. (2018). Diversity and inequality in management teams: a review and integration of research on vertical and horizontal member differences. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*, 47–73.

Byrne, D., Clore, G. L., & Worchel, P. (1966). Effect of economic similarity-dissimilarity on interpersonal attraction. *Journal of Personality and Social Psychology*. https://doi.org/10.1037/h0023559

Cady, S. H., & Valentine, J. (1999). Team innovation and perceptions of consideration: What difference does diversity make? *Small Group Research*, *30*(6), 730–750. https://doi.org/10.1177/104649649903000604

Cakar, N. D., & Ertürk, A. (2010). Comparing innovation capability of small and medium-sized enterprises: examining the effects of organizational culture. *Journal of Small Business Management*, *48*(3), 325–359.

Campion, M. A., Papper, E. M., & Medsker, G. J. (1996). Relations between work team characteristics and effectiveness: a replication and extension. *Personnel Psychology*, *49*(2), 429–452. https://doi.org/10.1111/j.1744-6570.1996.tb01806.x

Cannings, K., & Montmarquette, C. (1991). Managerial momentum: a simultaneous model of the career progress of male and female managers. *Industrial and Labor Relations Review*, *44*(2), 212–229.

Carpenter, M. A. (2002). Research notes and commentaries: The implications of strategy and social context for the relationship between top management team heterogeneity and firm performance. *Strategic Management Journal*, *23*(January 2001), 275–284.

Carpenter, M. A., & Fredrickson, J. W. (2001). Top management teams, global strategy posture and moderating role of uncertainty. *Academy of Management Journal*, *44*(3), 533–545.

Carpenter, Mason A., Geletkanycz, M. A., & Sanders, W. G. (2004). Upper echelons research revisited: antecedents, elements, and consequences of top management team composition. *Journal of Management*, *30*(6), 749–778. https://doi.org/10.1016/j.jm.2004.06.001

Carter, D. A., Simkins, B. J., & Simpson, W. G. (2003). Corporate governance, board diversity, and firm value. *The Financial Review*, *38*(1), 33–53.

Catalyst. (2018, December). Women on corporate boards: quick take. Retrieved November 16, 2019, from https://www.catalyst.org/research/women-on-corporate-boards/

Cavanaugh, M. A., Boswell, W. R., Roehling, M. V, & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among U.S. managers. *Journal of Applied Psychology*, *85*(1), 65–74.

Certo, S. T., Lester, R. H., Dalton, C. M., & Dalton, D. R. (2006). Top management teams, strategy and financial performance: a meta-analytic examination. *Journal of Management Studies*, (June). https://doi.org/10.1111/j.1467-6486.2006.00612.x

Chandler, G. N., & Hanks, S. H. (1993). Measuring the performance of emerging of businesses: a validation study. *Journal of Business Venturing*, *8*, 391–408.

Chatterjee, S., Hadi, A. S., & Price, B. (2000). *Regression analysis by example*. New York: Wiley.

Chesley, N. (2014). Information and communication technology use, work intensification and employee strain and distress. *Work, Employment and Society*, *28*(4), 589–610. https://doi.org/10.1177/0950017013500112

Cheung, M. W.-L. (2015). metaSEM: an R package for meta-analysis using structural equation modeling. *Frontiers in Psychology*, *5*, 198–215. https://doi.org/10.3389/fpsyg.2014.01521

Cheung, M. W. L. (2014). Modeling dependent effect sizes with three-level meta-analyses: a structural equation modeling approach. *Psychological Methods*, *19*(2), 211–229. https://doi.org/10.1037/a0032968

Cheung, M. W. L. (2015). *Meta-analysis: a structural equation modeling approach*. Chichester, UK: John Wiley & Sons, Ltd.

Cheung, M. W. L., & Chan, W. (2005). Meta-analytic structural equation modeling: a two-stage approach. *Psychological Methods*, *10*(1), 40–64. https://doi.org/10.1037/1082-989X.10.1.40

Cheung, S. Y., Gong, Y., Wang, M., Zhou, L., & Shi, J. (2016). When and how does functional diversity influence team innovation? The mediating role of knowledge sharing and the moderation role of affect-based trust in a team. *Human Relations*, *69*(7), 1507–1531. https://doi.org/10.1177/0018726715615684

Christian, J., Porter, L. W., & Moffitt, G. (2006). Workplace diversity and group relations: an overview. *Group Processes & Intergroup Relations*, *9*(4), 459–466. https://doi.org/10.1177/1368430206068431

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates.

Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: group effectiveness research from the shop floor to the executive suite. *Journal of Management*, *23*(3), 239–290. https://doi.org/10.1177/014920639702300303

Cole, P. (1997). Women in family business. *Family Business Review*, *10*(4), 353–372.

Conway, N., & Briner, R. B. (2002). Full-time versus part-time employees: understanding the links between work status, the psychological contract, and attitudes. *Journal of Vocational Behavior*, *61*(2), 279–301. https://doi.org/10.1006/jvbe.2001.1857

Costa, A. C. (2003). Work team trust and effectiveness. *Personnel Review*, *32*(5), 605-622+672. https://doi.org/10.1108/00483480310488360

Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R. (2001). The glass ceiling effect. *Social Forces*, *80*(2), 655–681.

Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, *95*(5), 834–848. https://doi.org/10.1037/a0019364

Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, *88*(1), 160–169. https://doi.org/10.1037/0021-9010.88.1.160

Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management Science*, *50*(3), 352–364. https://doi.org/10.1287/mnsc.1030.0134

Cunningham, G. B. (2007). Opening the black box: the influence of perceived diversity and a common in-group identity in diverse groups. *Journal of Sports Management*, *21*(1), 58–78.

Czaja, S. J., Charness, N., Fisk, A. D., Hertzog, C., Nair, S. N., Rogers, W. A., & Sharit, J. (2006). Factors predicting the use of technology: gindings from the center for research and education on aging and technology enhancement (CREATE). *Psychology and Aging*, *21*(2), 333–352. https://doi.org/10.1037/0882-7974.21.2.333

Dawson, J. F. (2014). Moderation in management research: what, why, when, and how. *Journal of Business and Psychology*, *29*(1), 1–19. https://doi.org/10.1007/s10869-013-9308-7

De Dreu, C. K. W. (2006). When too little or too much hurts: evidence for a curvilinear relationship between task conflict and innovation in teams. *Journal of Management*, *32*(1), 83–107. https://doi.org/10.1177/0149206305277795

De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of Applied Psychology*, *88*(4), 741–749. https://doi.org/10.1037/0021-9010.88.4.741

de Jong, T., Wiezer, N., de Weerd, M., Nielsen, K., Mattila-Holappa, P., & Mockałło, Z. (2016). The impact of restructuring on employee well-being: a systematic review of longitudinal studies. *Work and Stress*, *30*(1), 91–114. https://doi.org/10.1080/02678373.2015.1136710

de Wit, F. R. C., Greer, L. L., & Jehn, K. A. (2012). The paradox of intragroup conflict: a meta-analysis. *Journal of Applied Psychology*, *97*(2), 360–390. https://doi.org/10.1037/a0024844

Dedrick, J., Gurbaxani, V., & Kraemer, K. L. (2003). Information technology and economic performance: a critical review of the empirical evidence. *ACM Computing Surveys*, *35*(1), 1–28. https://doi.org/10.1145/641865.641866

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, *86*(3), 499–512. https://doi.org/10.1037//0021-9010.86.3.499

Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: a multitrait-multimethod analysis. *European Journal of Psychological Assessment*, *19*(1), 12–23. https://doi.org/10.1027//1015-5759.19.1.12

Demerouti, E., Derks, D., & Lieke, L. (2014). New ways of working: impact on working conditions, work-family balance, and well- being. In *The impact of ICT on quality of working life.* (pp. 123–141). Dordrecht: Springer.

Dess, G. G., & Beard, D. W. (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, *29*(1), 52–73.

DeVaro, J. (2006). Strategic promotion tournaments and worker performance. *Strategic Management Journal*, *27*(8), 721–740. https://doi.org/10.1002/smj.542

Dezsö, C., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, *33*, 1072–1089.

DGB-Index Gute Arbeit. (2016). Berlin.

Di Nunzio, D., Hohnen, P., Hasle, P., Torvatn, H., & Øyum, L. (2009). *Impact of restructuring on health and safety and quality of work life*. Leuven.

Dooley, R. S., & Fryxell, G. E. (1999). Attaing decision quality and commitment from dissent: the moderating effects of loyalty and competence in strategic decision-making teams. *Academy of Management Journal*, *42*(4), 389–402. https://doi.org/10.2307/257010

Drach-Zahavy, A., & Somech, A. (2001). Understanding team innovation: the role of team processes and structures. *Group Dynamics*, *5*(2), 111–123. https://doi.org/10.1037/1089-2699.5.2.111

Dumas, C. (1990). Preparing the new CEO: managing the father-daughter succession process in family businesses. *Family Business Review*, *3*(2), 169–181.

Dwyer, S., Richard, O. C., & Chadwick, K. (2003). Gender diversity in management and firm performance: the influence of growth orientation and organizational culture. *Journal of Business Research*, *56*(12), 1009–1019.

Eagly, A. H. (2007). Female leadership advantage and disadvantage: resolving the contradictions. *Psychology of Women Quarterly*, *31*(1), 1–12.

Eagly, A. H. (2016). When passionate advocates meet research on diversity, does the honest broker stand a chance? *Journal of Social Issues*, *72*(1), 199–222. https://doi.org/10.1111/josi.12163

Eagly, A. H., & Carli, L. L. (2008). Women and the labyrinth of leadership. *Harvard Business Review*, *86*(2), 130–131.

Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, *109*(3), 573–598. https://doi.org/10.1037/0033-295X.109.3.573

Earley, C. P., & Mosakowski, E. (2000). Creating hybrid team cultures: an empirical test of transnational team functioning. *Academy of Management Journal*, *43*(1), 26–49.

Eisele, S., & Schneider, M. R. (2014). *What do unions do to work design? Computer use, union presence, and tayloristic jobs in Britain*.

Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: linking founding team, strategy, environment, and growth among U.S. semiconductor ventures, 1978-1988. *Administrative Science Quarterly*, *35*(3), 504. https://doi.org/10.2307/2393315

Elliott, J. R., & Smith, R. A. (2004). Race, gender, and workplace power. *American Sociological Review*, *69*(3), 365–386.

Ellwood, S., & Garcia-Lacalle, J. (2015). The influence of presence and position of women on the boards of directors: the case of NHS foundation trusts. *Journal of Business Ethics*, 69–84.

Elovainio, M., Forma, P., Kivimäki, M., Sinervo, T., Sutinen, R., & Laine, M. (2005). Job demands and job control as correlates of early retirement thoughts in Finnish social and health care employees. *Work and Stress*, *19*(1), 84–92. https://doi.org/10.1080/02678370500084623

Ely, R. J., Padavic, I., & Thomas, D. A. (2012). Racial diversity, racial asymmetries, and team learning environment: effects on performance. *Organization Studies*, *33*(3), 341–362. https://doi.org/10.1177/0170840611435597

European Commission. (2009). *Commission staff working document on the implementation of Comission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises*. Brussels.

Falkenstein, M. (2017). Die Förderung der fluiden Intelligenz bei Beschäftigten als Voraussetzung für Gesundheit und Beschäftigungsfähigkeit. In *HR-Exzellenz* (pp. 221–235). Wiesbaden: Springer Fachmedien Wiesbaden. https://doi.org/10.1007/978-3-658-14725-9_13

Ferreira, D. (2010). Board diversity. In H. K. Baker & R. Anderson (Eds.), *Corporate governance: a synthesis of theory, research, and practice* (pp. 225–242). Hoboken: Wiley & Sons.

Finkelstein, S., & Hambrick, D. C. (1996). *Strategic leadership: Top executives and their effects on organiuations*. St. Paul, MN: West Publishing.

Finkelstein, Sydney, & Boyd, B. K. (1998). How much does the CEO matter? The role of managerial discretion in the setting of CEO compensation. *Academy of Management Journal*, *41*(2), 179–199.

Fisher, G. G., Chaffee, D. S., & Sonnega, A. (2016). Retirement timing: a review and recommendations for future research. *Work, Aging and Retirement*, *2*(2), 230–261. https://doi.org/10.1093/workar/waw001

Fisher, G. G., Chaffee, D. S., Tetrick, L. E., Davalos, D. B., & Potter, G. G. (2017). Cognitive functioning, aging, and work: a review and recommendations for research and practice. *Journal of Occupational Health Psychology*, *22*(3), 314–336. https://doi.org/10.1037/ocp0000086

Francoeur, C., Labelle, R., & Sinclair-Desgagné, B. (2008). Gender diversity in corporate governance and top management. *Journal of Business Ethics*, *81*(1), 83–95. https://doi.org/10.1007/s10551-007-9482-5

Fraser, S., Greene, F. J., & Mole, K. F. (2007). Sources of bias in the recall of self-generated data: the role of anchoring. *British Journal of Management*, *18*(2), 192–208. https://doi.org/10.1111/j.1467-8551.2006.00510.x

Frey, C. B., & Osborne, M. A. (2017). The future of employment: How susceptible are jobs to computerisation? *Technological Forecasting and Social Change*, *114*, 254–280. https://doi.org/10.1016/j.techfore.2016.08.019

Geletkanycz, M. A., & Hambrick, D. C. (1997a). The external ties of top executives: implications for strategic choice and performance. *Administrative Science Quarterly*, *42*(4), 654. https://doi.org/10.2307/2393653

Geletkanycz, M. A., & Hambrick, D. C. (1997b). The external ties of top executives: Implications for strategic choice and performance. *Administrative Science Quarterly*, *42*(4), 654–681.

Gerten, E., Beckmann, M., & Bellmann, L. (2018). *Controlling working crowds: the impact of digitalization on worker autonomy and monitoring across hierarchical levels* (WWZ). *Jahrbücher fur Nationalokonomie und Statistik*. https://doi.org/10.1515/jbnst-2017-0154

Giniger, S., Dispenzieri, A., & Eisenberg, J. (1983). Age, experience, and performance on speed and skill jobs in an applied setting. *Journal of Applied Psychology*, *68*(3), 469–475. https://doi.org/10.1037/0021-9010.68.3.469

Glaser, J., Seubert, C., Hornung, S., & Herbig, B. (2015). Learning demands, work-related resources, and job stressors and their relationships to creative performance and health. *Journal of Personnel Psychology*, *14*(1), 1–35.

Green, A. E., Miller, E. A., & Aarons, G. A. (2013). Transformational leadership moderates the relationship between emotional exhaustion and turnover intention among community mental health providers. *Community Mental Health Journal*, *49*(4), 373–379. https://doi.org/10.1007/s10597-011-9463-0

Green, F. (2004a). Why has work effort become more intense? *Industrial Relations*, *43*(4).

Green, F. (2004b). Work intensification, discretion, and the decline in well-being at work. *Eastern Economic Journal*, *30*(4), 615–625. https://doi.org/10.1017/CBO9781107415324.004

Gully, S. M., Devine, D. J., & Whitney, D. J. (1995). A meta-analysis of cohesion and performance: effects of level of analysis and task interdependence. *Journal of Small Group Research*, *26*(4), 497–520.

Haberman, H., & Danes, S. M. (2007). Father-daughter and father-son family business management transfer comparison: family FIRO model application. *Family Business Review*, *20*(2), 163–184. https://doi.org/10.1111/j.1741-6248.2007.00088.x

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2006). *Multivariate data analysis*. Englewood Cliffs, NJ: Prentice-Hall.

Hambrick, D. C. (2005). Upper echelons theory: origins, twists, and lessons learned. In K. G. Smith & M. A. Hitt (Eds.), *Great minds in management* (pp. 109–127). Oxford, NY: Oxford University Press.

Hambrick, D. C., Cho, T. S., & Chen, M.-J. (1996). The influence of top management team heterogeneity on firms' competitive moves. *Administrative Science Quarterly*, *41*(4), 659. https://doi.org/10.2307/2393871

Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: the organization as a reflection of its top managers. *Academy of Management Review*, *9*(2), 193–206. https://doi.org/10.5465/AMR.1984.4277628

Harrison, D. A., & Klein, K. J. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *The Academy of Management Review*, *32*(4), 1199–1228. https://doi.org/10.2307/20159363

Harrison, D. A., Newman, D. A., & Roth, P. L. (2016). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, *49*(2), 305–325.

Harrison, D. A., Price, K. H., & Bell, M. P. (1998). Beyond relational demography: time and the effects of surface- and deep-level diversity on work group cohesion. *The Academy of Management Journal*, *41*(1), 96–107.

Harrison, D. A., Price, K. H., Gavin, J. H., & Florey, A. T. (2002). Time, teams, task performance: changing effects of surface- and deep-level diversity on group functioning. *Academy of Management Journal*, *45*(5), 1029–1045. https://doi.org/10.5465/apbpp.2000.5439172

Harrison, D. A., & Sin, H.-S. (2006). What is diversity and how should it be measured? In A. M. Konrad, P. Prasad, & J. K. Pringle (Eds.), *Handbook of workplace diversity* (pp. 191–216). London: Sage Publications.

Hauk, N. (2018). *Aging in a digital world - attitudes and behaviors towards technology use across the life-span*. Freie Universität Berlin.

Hauk, N., Göritz, A. S., & Krumm, S. (2019). The mediating role of coping behavior on the age-technostress relationship: a longitudinal multilevel mediation model. *PLoS ONE*, *14*(3), 1–22. https://doi.org/10.1371/journal.pone.0213349

Hauk, N., Hüffmeier, J., & Krumm, S. (2018). Ready to be a silver surfer? A meta-analysis on the relationship between chronological age and technology acceptance. *Computers in Human Behavior*, *84*, 304–319. https://doi.org/10.1016/j.chb.2018.01.020

Helfat, C. E., Harris, D., & Wolfson, P. J. (2006). The pipeline to the top: women and men in the top executive ranks of U.S. corporations. *Academy of Management Perspectives*, *20*, 42–64. https://doi.org/10.5465/AMP.2006.23270306

Henry, M., Erwee, G., & Kong, E. (2013). *Family business succession - Trust and gender issues in family and non-family succession*. Paper presented at the European Academy of Management, Istanbul.

Hentschel, T., Shemla, M., Wegge, J., & Kearney, E. (2013). Perceived diversity and team functioning: the role of diversity beliefs and affect. *Small Group Research*, *44*(1), 33–61. https://doi.org/10.1177/1046496412470725

Hill, A. D., Craig Wallace, J., Ridge, J. W., Johnson, P. D., Paul, J. B., & Suter, T. A. (2014). Innovation and effectiveness of co-founded ventures: a process model. *Journal of Business and Psychology*, *29*(1), 145–159. https://doi.org/10.1007/s10869-013-9306-9

Hill, A. D., Upadhyay, A. D., & Beekun, R. I. (2015). Do female and ethnically diverse executives endure inequity in the CEO position or do they benefit from their minority status? An empirical examination. *Strategic Management Journal*, *36*(8), 1115–1134.

Hoffman, L. R. (1959). Homogeneity of member personality and its effect on group problem-solving. *Journal of Abnormal Psychology*, *58*(1), 27–32. https://doi.org/10.1037/h0043499

Horwitz, S. K., & Horwitz, I. B. (2007). The effects of team diversity on team outcomes: a meta-analytic review of team demography. *Journal of Management*, *33*(6), 987–1015. https://doi.org/10.1177/0149206307308587

Hudiburg, R. A., & Necessary, J. R. (1996). Coping with computer-stress. *Journal of Educational Computing Research*, *15*(2), 113–124. https://doi.org/10.2190/HB85-U4FF-34N3-H6EK

Hultsch, D. F., Hertzog, C., Small, B. J., & Dixon, R. A. (1999). Use it or lose it: engaged lifestyle as a buffer of cognitive decline in aging? *Psychology and Aging*, *14*(2), 245–263. https://doi.org/10.1037/0882-7974.14.2.245

Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, *92*(5), 1332–1356. https://doi.org/10.1037/0021-9010.92.5.1332

Huovinen, S., & Pasanen, M. (2010). Entrepreneurial and management teams: What makes the difference? *Journal of Management and Organization*, *16*(3), 436–453. https://doi.org/10.5172/jmo.16.3.436

Ip, B., & Jacobs, G. (2006). Business succession planning: a review of the evidence. *Journal of Small Business and Enterprise Development*, *13*(3), 326–350. https://doi.org/10.1108/14626000610680235

Jackson, S. E., Joshi, A., & Erhardt, N. (2003). Recent research on team and organizational diversity: SWOT analysis and implications. *Journal of Management*, *29*(6), 801–830.

Jehn, K. A. (1999). Diversity, conflict, and team performance: summary of program of research. *Performance Improvement Quarterly*, *12*(1), 6–19. https://doi.org/10.1111/j.1937-8327.1999.tb00112.x

Jehn, K. A., Chadwick, C., & Thatcher, S. M. B. (1997). To agree or not to agree: the effects of value congruence, individual demographic dissimilarity, and conflict on workgroup outcomes. *International Journal of Conflict Management*, *8*(4), 287–305. https://doi.org/10.1108/eb022799

Jehn, K. A., & Chatman, J. A. (2000). The influence of proportional and perceptual conflict composition on team performance. *International Journal of Conflict Management*, *11*(1), 56–73. https://doi.org/10.1108/eb022835

Joshi, A., & Roh, H. (2009). The role of conflict in work team diversity research: a meta-analytic review. *Academy of Management Journal*, *52*(3), 599–627. https://doi.org/10.5465/AMJ.2009.41331491

Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: implications for job redesign. *Administrative Science Quarterly*, *24*(2), 285–308.

Karasek, R., & Theorell, T. (1990). *Healthy work: stress, productivity, and reconstruction of working life*. New York: Basic Books.

Kearney, E., & Gebert, D. (2009). Managing diversity and enhancing team outcomes: the promise of transformational leadership. *Journal of Applied Psychology*, *94*(1), 77–89. https://doi.org/10.1037/a0013077

Kearney, E., Gebert, D., & Voelpel, S. C. (2009). When and how diversity benefits teams: the importance of team members' need for cognition. *Academy of Management Journal*, *52*(3), 581–598. https://doi.org/10.5465/AMJ.2009.41331431

Keating, N. C., & Little, H. M. (1997). Choosing the successor in New Zealand family farms. *Family Business Review*, *10*(2), 157–171. https://doi.org/10.1111/j.1741-6248.1997.00157.x

Keller, R. T. (2001). Cross-functional project groups in research and new product development: diversity, communications, job stress, and outcomes. *Academy of Management Journal*, *44*(3), 547–555.

Kochan, T., Bezrukova, K., Ely, R. J., Jackson, S. E., Joshi, A., Jehn, K. A., … Thomas, D. (2003). The effects of diversity on business performance: report of the diversity research network. *Human Resource Management*, *42*(1), 3–21. https://doi.org/10.1002/hrm.10061

Korunka, C., & Kubicek, B. (2013). Beschleunigung im Arbeitsleben: Neue Anforderungen und deren Folgen [Acceleration in working life. New demands and their consequences]. In M. Morschhäuser & G. Junghanns (Eds.), *Immer schneller, immer mehr - Psychische Belastungen bei Wissens- und Dienstleistungsarbeit* (pp. 17–39). Wiesbaden: Springer.

Korunka, C., & Kubicek, B. (2017). *Job demands in a changing world of work*. Vienna: Springer. https://doi.org/10.1007/978-3-319-54678-0_1

Kozlowski, S. W. J., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams. *Psychological Science*, *7*(3), 77–124. https://doi.org/10.1111/j.1529-1006.2006.00030.x

Krebs, S. A., Hobman, E. V., & Bordia, P. (2006). Virtual teams and group member dissimilarity: consequences for the development of trust. *Small Group Research*, *37*(6), 721–741. https://doi.org/10.1177/1046496406294886

Krishnan, H. A., & Park, D. (2005). A few good women - On top management teams. *Journal of Business Research*, *58*(12), 1712–1720.

Kubicek, B., Paškvan, M., & Bunner, J. (2017). The bright and dark sides of job autonomy. In *Job Demands in a Changing World of Work: Impact on Workers' Health and Performance and Implications for Research and Practice* (pp. 45–63). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-54678-0_4

Kubicek, B., Paškvan, M., & Korunka, C. (2015). Development and validation of an instrument for assessing job demands arising from accelerated change: the intensification of job demands scale (IDS). *European Journal of Work and Organizational Psychology*, *24*(6), 898–913. https://doi.org/10.1080/1359432X.2014.979160

Kunze, F., Boehm, S. A., & Bruch, H. (2011). Age diversity, age discrimination climate and performance consequences-a cross organizational study. *Journal of Organizational Behavior*, *32*(2), 264–290. https://doi.org/10.1002/job.698

Labelle, R., Francoeur, C., & Lakhal, F. (2015). To regulate or not to regulate? Early evidence on the means used around the world to promote gender diversity in the boardroom. *Gender, Work and Organization*, *22*(4), 339–363. https://doi.org/10.1111/gwao.12091

Labucay, I. (2015). Diversity management and performance: paving the way for a revised business case. *European Journal of International Management*, *9*(4), 425–441. https://doi.org/10.1504/EJIM.2015.070228

Lau, D. C., & Murnighan, K. (1998). Demography diversity and faultlines: the compositional dynamics of organizational groups. *Academy of Management Review*, *23*(2), 325–340. https://doi.org/10.5465/AMR.1998.533229

Lee, C., & Farh, J. L. (2004). Joint effects of group efficacy and gender diversity on group cohesion and performance. *Applied Psychology*, *53*(1), 136–154. https://doi.org/10.1111/j.1464-0597.2004.00164.x

Lee, P. M., & James, E. H. (2007). She'-e-os: gender effects and investor reactions to the announcements of top executive appointments. *Strategic Management Journal*, *28*(3), 227–241.

Lee, R. T., & Ashforth, B. E. (1993). A further examination of managerial burnout: toward an integrated model. *Journal of Organizational Behaviour1*, *14*(1), 3–20.

Lenkenhoff, K., Wilkens, U., Zheng, M., Süße, T., Kuhlenkötter, B., & Ming, X. (2018). Key challenges of digital business ecosystem development and how to cope with them. *Procedia CIRP*, *73*, 167–172. https://doi.org/10.1016/j.procir.2018.04.082

LePine, J. A., LePine, M. A., & Jackson, C. L. (2004). Challenge and hindrance stress: relationships with exhaustion, motivation to learn, and learning performance. *Journal of Applied Psychology*, *89*(5), 883–891. https://doi.org/10.1037/0021-9010.89.5.883

Leslie, L. M. (2017). A status-based multilevel model of ethnic diversity and work unit performance. *Journal of Management*, *43*(2), 426–454. https://doi.org/10.1177/0149206314535436

Lindbeck, A., & Snower, D. J. (2000). Multitask learning and the reorganization of work: from tayloristic to holistic organization. *Journal of Labor Economics*, *18*(3), 353–376. https://doi.org/10.1086/209962

Ling, Y., Simsek, Z., Lubatkin, M. H., & Veiga, J. F. (2008). The impact of transformational CEOs on the performance of small- to medium-sized firms: Does organizational context matter? *Journal of Applied Psychology*, *93*(4), 923–934. https://doi.org/10.1037/0021-9010.93.4.923

Lubatkin, M. H., Simsek, Z., Ling, Y., & Veiga, J. F. (2006). Ambidexterity and performance in small- to medium-sized firms: the pivotal role of top management team behavioral integration. *Journal of Management*, *32*(5), 646–672. https://doi.org/10.1177/0149206306290712

Mannix, E. A., & Neale, M. A. (2005). What differences make a difference? The promise and reality of diverse teams in organizations. *Psychological Science in the Public Interest*, *6*(2), 31–55.

Martinez Jimenez, R. (2009). Research on women in family firms: current status and future directions. *Family Business Review*, *22*(1), 53–64.

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, *2*(2), 99–113. https://doi.org/10.1002/job.4030020205

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, *52*, 397–422.

McGonagle, A. K., Fisher, G. G., Barnes-Farrell, J. L., & Grosch, J. (2015). Individual and work factors related to perceived work ability and labor force outcomes. *Journal of Applied Psychology*, *100*(2), 376–398. https://doi.org/10.1037/a0037974

McLeod, P. L., Lobel, S. A., & Cox, T. H. (1996). Ethnic diversity and creativity in small groups. *Small Group Research*, *27*(2), 248–264.

Mensi-Klarbach, H. (2014). Gender in top management research: Towards a comprehensive research framework. *Management Research Review*, *37*(6), 538–552. https://doi.org/10.1108/MRR-03-2013-0066

Meyer, S.-C., & Hünefeld, L. (2018). Challenging cognitive demands at work, related working conditions, and employee well-being. *International Journal of Environmental Research and Public Health*, *15*(12), 2911. https://doi.org/10.3390/ijerph15122911

Miller, T., & Triana, M. (2009). Demographic diversity in the boardroom: mediators of the board diversity – firm performance relationship. *Journal of Management Studies*, *46*(5), 755–786. https://doi.org/10.1111/j.1467-6486.2009.00839.x

Milliken, F. J., & Martins, L. L. (1996). Searching for common threads: understanding the multiple effects of diversity in organizational groups. *Academy of Management Review*, *21*(2), 402–433. https://doi.org/10.5465/AMR.1996.9605060217

Mohammed, S., & Angell, L. C. (2004). Surface- and deep-level diversity in workgroups: examining the moderating effects of team orientation and team process on relationship conflict. *Journal of Organizational Behavior*, *25*(8), 1015–1039. https://doi.org/10.1002/job.293

Moreland, R. L. (2010). Are dyads really groups? *Small Group Research*, *41*(2), 251–267.

Morgeson, F. P., & Humphrey, S. E. (2008). Job and team design: toward a more integrative conceptualization of work design. *Research in Personnel and Human Resources Management*, *27*, 39–91. https://doi.org/10.1016/S0742-7301(08)27002-7

Myaskovsky, L., Unikel, E., & Dew, M. A. (2005). Effects of gender diversity on performance and interpersonal behavior in small work groups. *Sex Roles*, *52*(9–10), 645–657. https://doi.org/10.1007/s11199-005-3732-8

Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2011). Safety at work: a meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of Applied Psychology*, *96*(1), 71–94. https://doi.org/10.1037/a0021484

Nielsen, S. (2010). Top management team diversity: a review of theories and methodologies. *International Journal of Management Reviews*. https://doi.org/10.1111/j.1468-2370.2009.00263.x

Oakley, J. G. (2000). Gender-based barriers to senior management positions: understanding the scarcity of female CEOs. *Journal of Business Ethics*, *27*, 321–334.

OECD. (2019). *How's life in the digital age? Opportunities and risks of the digital transformation for people's well-being*.

Ohlott, P. J., Ruderman, M. N., & McCauley, C. D. (1994). Gender differences in managers' developmental job experiences. *Academy of Management Journal*, *37*(1), 46–67.

Ormiston, M. E. (2015). Explaining the link between objective and perceived differences in groups: the role of the belonging and distinctiveness motives. *Journal of Applied Psychology*, *101*(2), 222–236. https://doi.org/10.1037/apl0000051

Østergaard, C. R., Timmermans, B., & Kristinsson, K. (2011). Does a different view create something new? The effect of employee diversity on innovation, *40*, 500–509. https://doi.org/10.1016/j.respol.2010.11.004

Parker, S. K., Morgeson, F. P., & Johns, G. (2017). Supplemental material for one hundred years of work design research: looking back and looking forward. *Journal of Applied Psychology*, *102*(3), 403–420. https://doi.org/10.1037/apl0000106.supp

Paskvan, M., & Kubicek, B. (2017). The intensification of work. In C. Korunka & B. Kubicek (Eds.), *Job demands in a changing world of work: impact on workers' health and performance and implications for research and practice* (pp. 25–43). Vienna: Springer.

Paustian-Underdahl, S. C., Walker, L. S., & Woehr, D. J. (2014). Gender and perceptions of leadership effectiveness: a meta-analysis of contextual moderators. *Journal of Applied Psychology*, *99*(6), 1129–1145.

Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (1999). Exploring the black box: an analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, *44*(1), 1–28.

Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (2006). Exploring the black box: an analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, *44*(1), 1. https://doi.org/10.2307/2667029

Pelled, L. H., & Xin, K. R. (1997). Birds of a feather: Leader-member demographic similarity and organizational attachment in Mexico. *The Leadership Quarterly*, *8*(4), 433–450. https://doi.org/10.1016/S1048-9843(97)90023-0

Pelled, L. H., Xin, K. R., & Weiss, A. M. (2001). No es como mí: relational demography and conflict in a Mexican production facility. *Journal of Occupational and Organizational Psychology*, *74*(1), 63–84. https://doi.org/10.1348/096317901167235

Perryman, A. A., Fernando, G. D., & Tripathy, A. (2016). Do gender differences persist? An examination of gender diversity on firm performance, risk, and executive compensation. *Journal of Business Research*, *69*(2), 579–586. https://doi.org/10.1016/j.jbusres.2015.05.013

Phillips, K. W., & Loyd, D. L. (2006). When surface and deep-level diversity collide: the effects on dissenting group members. *Organizational Behavior and Human Decision Processes*, *99*(2), 143–160. https://doi.org/10.1016/j.obhdp.2005.12.001

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Qin, J., O'Meara, B., & McEachern, S. (2009). The need for an integrated theoretical framework for researching the influence of group diversity on performance. *Management Research News*, *32*(8), 739–750. https://doi.org/10.1108/01409170910977951

Ragu-Nathan, T. S., Tarafdar, M., & Tu, Q. (2008). The consequences of technostress for end users in organizations: conceptual development and validation. *Information Systems Research*, *19*(4), 417–433. https://doi.org/10.1287/isre.1070.0165

Randel, A. E. (2002). Identity salience: a moderator of the relationship between group gender composition and work group conflict. *Journal of Organizational Behavior*, *23*(6), 749–766. https://doi.org/10.1002/job.163

Richard, O. C., Kirby, S. L., & Chadwick, K. (2013a). The impact of racial and gender diversity in management on financial performance: how participative strategy making features can unleash a diversity advantage. *International Journal of Human Resource Management*, *24*(13), 2571–2582. https://doi.org/10.1080/09585192.2012.744335

Richard, O. C., Kirby, S. L., & Chadwick, K. (2013b). The impact of racial and gender diversity in management on financial performance: how participative strategy making features can unleash a diversity advantage. *International Journal of Human Resource Management*, *24*(13), 2571–2582. https://doi.org/10.1080/09585192.2012.744335

Richard, O., Ford, D., & Ismail, K. (2006). Exploring the performance effects of visible attribute diversity: the moderating role of span of control and organizational life cycle. *International Journal of Human Resource Management*, *17*(12), 2091–2109. https://doi.org/10.1080/09585190601000246

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: towards methodological best practice. *Journal of Management*, *35*(3), 718–804. https://doi.org/10.1177/0149206308330560

Rigg, J., Day, J., & Adler, H. (2013). Emotional exhaustion in graduate students: the role of engagement, self-efficacy and social support. *Journal of Educational and Developmental Psychology*, *3*(2), 138–152. https://doi.org/10.5539/jedp.v3n2p138

Rodwell, J., & Shadur, M. (1997). What's size got to do with it? Implications for contemporary management practices in IT companies. *International Small Business Journal*, *24*(13), 2571–2582.

Rogelberg, S. G., & Rumery, S. M. (1996). Gender diversity, team decision quality, time on task, and interpersonal cohesion. *Small Group Research*, *27*(1), 79–90. https://doi.org/10.1177/1046496496271004

Rohrbach-Schmidt, D., & Hall, A. (2013). *Data and methodological reports BIBB/BAuA employment survey 2012*. Bonn.

Rose, A. (2017). *The performance of individuals, teams, and organizations: empirical evidence from the field*. University of Paderborn.

Rosen, L. D., & Maguire, P. (1990). Myths and realities of computerphobia: a meta-analysis. *Anxiety Research*, *3*(3), 175–191. https://doi.org/10.1080/08917779008248751

Salganicoff, M. (1990). Women in family businesses: challenges and opportunities. *Family Business Review*, *3*(2), 125–137.

Sambrook, S. (2005). Exploring succession planning in small, growing firms. *Journal of Small Business and Enterprise Development*, *12*(4), 579–594.

Schaufeli, W. B., & Buunk, B. P. (1996). Professional burnout. In M. J. Schabracq, J. A. M. Winnubst, & C. L. Cooper (Eds.), *Handbook of Work and Health Psychology*. John Wiley & Sons, Ltd.

Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the Job Demands-Resources model: implications for improving work and health. In *Bridging Occupational, Organizational and Public Health* (Vol. 9789400756, pp. 43–68). Dordrecht: Springer Netherlands. https://doi.org/10.1007/978-94-007-5640-3_4

Scheibe, S., & Zacher, H. (2013). A lifespan perspective on emotion regulation, stress, and well-being in the workplace. *Research in Occupational Stress and Well Being*, *11*(3), 163–193. https://doi.org/10.1108/S1479-3555(2013)0000011010

Schneid, M., Isidor, R., Li, C., & Kabst, R. (2014). The influence of cultural context on the relationship between gender diversity and team performance: a meta-analysis. *The International Journal of Human Resource Management*, *26*(6), 733–756.

Schneid, M., Isidor, R., Steinmetz, H., & Kabst, R. (2016). Age diversity and team outcomes: a quantitative review. *Journal of Managerial Psychology*, *31*(1), 2–17. https://doi.org/10.1108/JMP-07-2012-0228

Schneid, M., Isidor, R., Steinmetz, H., Kabst, R., & Weber, H. (2014). Der Einfluss der Teamdiversität auf die Teamleistung. *Die Betriebswirtschaft*, *74*(3), 183–210. https://doi.org/10.1007/978-3-642-24683-8

Schoenecker, T. S., Martell, K. D., & Michlitsch, J. F. (1997). Diversity, performance, and satisfaction in student group projects: an empirical study. *Research in Higher Education*, *38*(4), 479–495.

Seashore, S. E. 1979. (1954). *Group cohesiveness in industrial work groups*. Ann Arbor: University of Michigan Press.

Shemla, M. (2010). *Broadening team composition research by conceptualizing team diversity as a cross-level moderating variable*. Technical University of Dresden. https://doi.org/10.1093/toxsci/kft290

Shemla, M., Meyer, B., Greer, L. L., & Jehn, K. A. (2014). A review of perceived diversity in teams: Does how members perceive their team's composition affect team processes and outcomes? *Journal of Organizational Behavior*, *37*(5), 89–106. https://doi.org/10.1002/job.1957

Shemla, M., & Wegge, J. (2018). Managing diverse teams by enhancing team identification: the mediating role of perceived diversity. *Human Relations*, 1–23. https://doi.org/10.1177/0018726718778101

Simons, T., Pelled, L. H., & Smith, K. A. (1999). Making use of difference: diversity, debate, and decision comprehensiveness in top management teams. *The Academy of Management Journal*, *42*(6), 662–673.

Sluiter, J. K. (2006). High-demand jobs: Age-related diversity in work ability? *Applied Ergonomics*, *37*(4 SPEC. ISS.), 429–440. https://doi.org/10.1016/j.apergo.2006.04.007

Smith, K. G., Smith, K. A., Olian, J. D., Sims, H. P., Douglas, P., & Scully, J. A. (1994). Top management team demography and process: the role of social integration and communication. *Administrative Science Quarterly*, *39*(3), 412–438.

Smith, N., Smith, V., & Verner, M. (2006). Do women in top management affect firm performance? A panel study of 2,500 Danish firms. *International Journal of Productivity and Performance Management*, *55*(7), 569–593.

Stavrou, E. T. (1999). Succession in family businesses: Exploring the effects of demographic factors on offspring intentions to join and take over the business. *Journal of Small Business Management*, 43–62.

Steinmetz, H., Knappstein, M., Ajzen, I., Schmidt, P., & Kabst, R. (2016). How effective are behavior change interventions based on the theory of planned behavior?: A three-level meta analysis. *Zeitschrift Fur Psychologie / Journal of Psychology*, *224*(3), 216–233. https://doi.org/10.1027/2151-2604/a000255

Stewart, M. M., & Johnson, O. E. (2009). Leader-member exchange as a moderator of the relationship between work group diversity and team performance. *Group & Organization Management*, *34*(5), 507–535. https://doi.org/10.1177/1059601108331220

Swanson, V., & Power, K. (2001). Employees' perceptions of organizational restructuring: the role of social support. *Work and Stress*, *15*(2), 161–178. https://doi.org/10.1080/02678370110066995

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33–47). Montery, CA: Brooks-Cole.

Tajfel, Henri. (1969). Cognitive aspects of prejudice. *Journal of Social Issues*, *25*(4), 79–97. https://doi.org/10.1111/j.1540-4560.1969.tb00620.x

Tajfel, Henri, & Turner, J. D. F. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33–47). Montery, CA: Brooks-Cole.

Teachman, J. D. (1980). Analysis of population diversity: measures of qualitative variation. *Sociological Methods & Research*, *8*(3), 341–362.

Tekleab, A. G., & Quigley, N. R. (2014). Team deep-level diversity, relationship conflict, and team members' affective reactions: a cross-level investigation. *Journal of Business Research*, *67*(3), 394–402. https://doi.org/10.1016/j.jbusres.2012.12.022

Toppinen, S., Kalimo, R., Schaufeli, W. B., & Schutte, N. (2000). The factorial validity of the Maslach Burnout Inventory-General Survey (MBI-GS) across occupational groups and nations. *Journal of Occupational and Organizational Psychology*, *73*(1), 53–66. https://doi.org/10.1348/096317900166877

Triana, M., Miller, T., & Trzebiatowski, T. (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*(2), 609–632. https://doi.org/10.1287/orsc.2013.0842

Triandis, H. C., Hall, E. R., & Ewen, R. B. (1965). Member heterogeneity and dyadic creativity. *Human Relations*, *18*(1), 33–55. https://doi.org/10.1177/001872676501800104

Tröster, C., Mehra, A., & van Knippenberg, D. (2014). Structuring for team success: the interactive effects of network structure and cultural diversity on team potency and performance. *Organizational Behavior and Human Decision Processes*, *124*, 245–255. https://doi.org/10.1016/j.obhdp.2014.04.003

Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S. D., & Wetherell, M. S. (1987). *Rediscovering the social group: a self-categorization theory*. New York: Blackwell.

Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S. D., & Wetherell, M. S. (1991). *Rediscovering the social group: a self-categorization theory*. New York: Blackwell.

van den Broeck, A., de Cuyper, N., de Witte, H., & Vansteenkiste, M. (2010). Not all job demands are equal: differentiating job hindrances and job challenges in the job demands-resources model. *European Journal of Work and Organizational Psychology*, *19*(6), 735–759. https://doi.org/10.1080/13594320903223839

van der Vegt, G., & Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: the importance of collective team identification. *Academy of Management Journal*, *48*(3), 532–547.

van Dijk, H., van Engen, M. L., & van Knippenberg, D. (2012). Defying conventional wisdom: a meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior and Human Decision Processes*, *119*(1), 38–53. https://doi.org/10.1016/j.obhdp.2012.06.003

van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. (2004). Work group diversity and group performance: an integrative model and research agenda. *Journal of Applied Psychology*, *89*(6), 1008–1022. https://doi.org/10.1037/0021-9010.89.6.1008

van Knippenberg, D., & Schippers, M. C. (2007a). Work group diversity. *Annual Review of Psychology*, *58*, 515–541. https://doi.org/10.1146/annurev.psych.58.110405.085546

van Knippenberg, D., & Schippers, M. C. (2007b). Work group diversity. *Annual Review of Psychology*, *58*(1), 515–541. https://doi.org/10.1146/annurev.psych.58.110405.085546

Vera, C. F., & Dean, M. A. (2005). An examination of the challenges daughters face in family business succession. *Family Business Review*, *18*(4), 321–345.

Viechtbauer, W. (2010). Conducting meta-analisys in R with metafor package. *Journal of Statistical Software*, *36*(3), 1–48.

Viswesvaran, C., & Ones, D. S. (1995). Theory testing: combining psychometric meta-analysis and structural equations modeling. *Personnel Psychology*, *48*(4), 865–885. https://doi.org/10.1111/j.1744-6570.1995.tb01784.x

von Bonsdorff, M. E., Vanhala, S., Seitsamo, J., Janhonen, M., & Husman, P. (2010). Employee well-being, early-retirement intentions, and company performance. *Journal of Occupational and Environmental Medicine*, *52*(12), 1255–1261. https://doi.org/10.1097/JOM.0b013e3181f9f0b9

Warning, A., & Weber, E. (2018). *Digitalisation, hiring and personnel policy: evidence from a representative business survey*.

Warr, P. (1994). A conceptual framework for the study of work and mental health. *Work and Stress*, *8*(2), 84–97. https://doi.org/10.1080/02678379408259982

Warr, P. (2011). Jobs and job-holders: Two sources of happiness and unhappiness. *Happiness and Organizations*, 733–750. https://doi.org/10.1093/oxfordhb/9780199557257.013.0054

Warr, P. B. (1990). Decision latitude, job demands, and employee well-being. *Work and Stress*, *4*(4), 285–294. https://doi.org/10.1080/02678379008256991

Watson, W. E., Johnson, L., & Zgourides, G. D. (2002). The influence of ethnic diversity on leadership, group process, and performance: an examination of learning teams. *International Journal of Intercultural Relations*, *26*(1), 1–16. https://doi.org/10.1016/S0147-1767(01)00032-3

Webber, S. S., & Donahue, L. M. (2001). Impact of highly and less job-related diversity on work group cohesion and performance: a meta-analysis. *Journal of Management*, *27*(2), 141–162. https://doi.org/10.1177/014920630102700202

Wegge, J., Roth, C., Neubach, B., Schmidt, K. H., & Kanfer, R. (2008). Age and gender diversity as determinants of performance and health in a public organization: the role of task complexity and group size. *Journal of Applied Psychology*, *93*(6), 1301–1313. https://doi.org/10.1037/a0012680

Weiß, Y. M.-Y., & Wagner, D. J. (2017). *HR - Exzellenz: Innovative Ansätze in Leadership und Transformation*. (W. Jochmann, I. Böckenholt, & S. Diestel, Eds.), *HR-Exzellenz*. Springer Gabler. https://doi.org/10.1007/978-3-658-14725-9_12

Westphal, J. D., & Zajac, E. J. (1995). Who shall govern? CEO/board power, demographic similarity, and new director selection. *Administrative Science Quarterly*, *40*(1), 60–83.

Wieland, R., Klemens, S., Scherrer, K., & Timm, E. (2004). *Moderne IT-Arbeitswelt gestalten - Anforderungen, Belastungen und Resources in der IT-Branche*. Hamburg.

Williams, K. D. (2010). Dyads can be groups (and often are). *Small Group Research*, *41*(2), 268–274.

Williams, K. Y., & O'Reilly, C. A. (1998). Demography and diversity in organizations: a review of 40 years of research. *Research in Organizational Behavior*, *20*, 77–140.

Wilson, S. J., Polanin, R., & Lipsey, M. W. (2016). Fitting meta-analytic structural equation models with complex datasets. *Research Synthesis Methods*, *7*, 121–139. https://doi.org/10.1002/jrsm.1199

Wood, W. (1987). Meta-analytic review of sex differences in group performance. *Psychological Bulletin*, *102*(1), 53–71.

Wright, A. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, *83*(3), 486–493.

Xanthopoulou, D., Bakker, A. B., Dollard, M. F., Demerouti, E., Schaufeli, W. B., Taris, T. W., & Schreurs, P. J. G. (2007). When do job demands particularly predict burnout? The moderating role of job resources. *Journal of Managerial Psychology*, *22*(8), 766–786. https://doi.org/10.1108/02683940710837714

Zapkau, F. B., Schwens, C., & Kabst, R. (2014). Foreign direct investments and domestic employment of German SMEs: the moderating effect of owner management. *Journal of Small Business Management*, *52*(3), 451–476.

Zeike, S., Choi, K. E., Lindert, L., & Pfaff, H. (2019). Managers' well-being in the digital era: Is it associated with perceived choice overload and pressure from digitalization? An exploratory study. *International Journal of Environmental Research and Public Health*, *16*(10). https://doi.org/10.3390/ijerph16101746

Zenger, T. R., & Lawrence, B. S. (1989). Organizational demography: the differential effects of age and tenure distributions on technical communication. *Academy of Management Journal*, *32*(2), 353–376.

Zhan, S., Bendapudi, N., & Hong, Y. (2015). Re-examining diversity as a double-edged sword for innovation process. *Journal of Organizational Behavior*, *36*, 1026–1049. https://doi.org/10.1002/job.2027

Zorn, T. E. (2003). The emotionality of information and communication technology implementation. *Journal of Communication Management*, *7*(2), 160–171. https://doi.org/10.1108/13632540310807296

References of Studies Included in the Meta-Analysis of Essay II

Abebe, M. A. (2010). Top team composition and corporate turnaround under environmental stability and turbulence. *Leadership & Organization Development Journal*, *31*(3), 196–212. https://doi.org/10.1108/01437731011039325

Acan, H. (2007). Top management team diversity, conflict management and cooperative climate: an exploratory study in Turkish manufacturing firms, 1–81.

Afolabi, O. A., & Osayawe, B. E. (2005). Psychological diversity and team interaction processes: a study of oil-drilling work teams in Nigeria. *Team Performance Management*, *11*(7–8), 280–301. https://doi.org/10.1108/13527590510635161

Amason, A. C., Shrader, R. C., & Tompson, G. H. (2006). Newness and novelty: relating top management team composition to new venture performance. *Journal of Business Venturing*, *21*(1), 125–148. https://doi.org/10.1016/j.jbusvent.2005.04.008

Ancona, D. G., & Caldwell, D. F. (1992). Demography and design: predictors of new product team performance. *Organization Science*, *3*(3), 321–341. https://doi.org/10.1287/orsc.3.3.321

Anderson, S. W., Hesford, J. W., & Young, S. M. (2002). Factors influencing the performance of activity based costing teams: a field study of ABC model development time in the automobile industry. *Accounting, Organizations and Society*, *27*(3), 195–211. https://doi.org/10.1016/S0361-3682(01)00057-5

Andrevski, G., Richard, O. C., Shaw, J. D., & Ferrier, W. J. (2014). Racial diversity and firm performance: the mediating role of competitive intensity. *Journal of Management*, *40*(3), 820–844. https://doi.org/10.1177/0149206311424318

Aubé, C., & Rousseau, V. (2005). Team goal commitment and team effectiveness: the role of task interdependence and supportive behaviors. *Group Dynamics*, *9*(3), 189–204. https://doi.org/10.1037/1089-2699.9.3.189

Auh, S., & Menguc, B. (2005). Top management team diversity and innovativeness: the moderating role of interfunctional coordination. *Industrial Marketing Management*, *34*(3), 249–261. https://doi.org/10.1016/j.indmarman.2004.09.005

Bär, M., Niessen, A., & Ruenzi, S. (2011). The impact of team diversity on mutual fund performance. *Corporate Ownership and Control*, *8*. https://doi.org/10.2139/ssrn.2499524

Balkundi, P., Kilduff, M., Barsness, Z. I., & Michael, J. H. (2007). Demographic antecedents and performance consequences of structural holes in work teams. *Journal of Organizational Behavior*, *28*(2), 241–260. https://doi.org/10.1002/job.428

Balkundi, P., Barsness, Z., & Michael, J. H. (2009). Unlocking the influence of leadership network structures on team conflict and viability. *Small Group Research*, *40*(3), 301–322. https://doi.org/10.1177/1046496409333404

Bantel, K. A., & Jackson, S. E. (1989). Top management and innovations in banking: Does the composition of the top team make a difference? *Strategic Management Journal*, *10*, 107–124.

Barrick, M. R., Bradley, B. H., Kristof-Brown, A. L., & Colbert, A. E. (2007). The moderating role of top management team interdependence: implications for real teams and working groups. *Academy of Management Journal*, *50*(3), 544–557. https://doi.org/10.5465/AMJ.2007.25525781

Barrick, M. R., Stewart, G. L., Neubert, M. J., & Mount, M. K. (1998). Relating member ability and personality to work-team processes and team effectiveness. *Journal of Applied Psychology*, *83*(3), 377–391. https://doi.org/10.1037/0021-9010.83.3.377

Barry, B., & Stewart, G. L. (1997). Composition, process, and performance in self-managed groups: the role of personality. *Journal of Applied Psychology*, *82*(1), 62–78. https://doi.org/10.1037/0021-9010.82.1.62

Barsade, S. G., Ward, A. J., Turner, J. D. F., & Sonnenfeld, J. A. (2000). To your heart's content: a model of affective diversity in top management teams. *Administrative Science Quarterly*, *45*(4), 802. https://doi.org/10.2307/2667020

Bayazit, M., & Mannix, E. A. (2003). Should I stay or should I go? Predicting team members intent to remain in the team. *Small Group Research*, *34*(3), 290–321. https://doi.org/10.1177/1046496403251634

Boeker, W. (1997). Strategic change: the influence of managerial characteristics and organizational growth. *Academy of Management Journal*, *40*(1), 152–170.

Boerner, S., Linkohr, M., & Kiefer, S. (2011). Top management team diversity: Positive in the short run, but negative in the long run? *Team Performance Management: An International Journal*, *17*, 328–353. https://doi.org/10.1108/13527591111182616

Bohren, O., & Strom, O. (2010). Governance and politics: regulating independence and diversity in the board room. *Journal of Business Finance and Accounting*, *37*(9), 1281–1308. https://doi.org/10.1111/j.1468-5957.2010.02222.x

Boling, J. R. (2012). *An examination of the influence of top executives on entrepreneurial orientation* (Dissertations, Theses and Capstone Projects No. Paper 497). Retrieved from http://digitalcommons.kennesaw.edu/etd/497/

Boone, C., & Hendriks, W. (2009). Top management team diversity and firm performance: moderators of functional-background and locus-of-control diversity. *Management Science*, *55*(2), 165–180. https://doi.org/10.1287/mnsc.1080.0899

Boulouta, I. (2013). Hidden connections: the link between board gender diversity and corporate social performance. *Journal of Business Ethics*, *113*(2), 185–197. https://doi.org/10.1007/s10551-012-1293-7

Bunderson, J. S., & Sutcliffe, K. M. (2002). Comparing alternative conceptualizations of functional diversity in management teams: process and performance effects. *Academy of Management Journal*, *45*(5), 875–893. https://doi.org/10.2307/3069319

Buyl, T., Boone, C., Hendriks, W., & Matthyssens, P. (2011). Top management team functional diversity and firm performance: the moderating role of CEO characteristics. *Journal of Management Studies*, *48*(1), 151–177. https://doi.org/10.1111/j.1467-6486.2010.00932.x

Cady, S. H., & Valentine, J. (1999). Team innovation and perceptions of consideration: What difference does diversity make? *Small Group Research*, *30*(6), 730–750. https://doi.org/10.1177/104649649903000604

Cai, L., Liu, Q., & Yu, X. (2013). Effects of top management team heterogeneous background and behavioural attributes on the performance of new ventures. *Systems Research and Behavioral Science*, *30*(3), 354–366. https://doi.org/10.1002/sres.2176

Camelo, C., Fernández-Alles, M., & Hernández, A. B. (2010). Strategic consensus, top management teams, and innovation performance. *International Journal of Manpower*, *31*(6), 678–695. https://doi.org/10.1108/01437721011073373

Camelo-Ordaz, C., Hernández-Lara, A. B., & Valle-Cabrera, R. (2005). The relationship between top management teams and innovative capacity in companies. *Journal of Management Development*, *24*(8), 683–705. https://doi.org/10.1108/02621710510613726

Campion, M. A., & Medsker, G. J. (1993). Characteristics and effectiveness: work groups. *Personnel Psychology*, *46*, 823–851. Retrieved from https://www.emeraldinsight.com/doi/10.1108/02621710510613726

Cannella Jr., A. A., Park, J., & Lee, H. (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.

Cantner, U., Goethner, M., & Stuetzer, M. (2011). Functional heterogeneity as a two-dimensional concept: empirical evidence for new venture teams. In *Academy of Management Annual Meeting* (pp. 1–40). Retrieved from http://eprints.qut.edu.au/44096/

Carless, S. A., & De Paola, C. (2000). The measurement of cohesion in work teams. *Small Group Research*, *31*(1), 71–88. https://doi.org/10.1177/104649640003100104

Carpenter, M. A. (2002). The implications of strategy and social context for the relationship between top management team heterogeneity and firm performance. *Strategic Management Journal*, *23*(3), 275–284. https://doi.org/10.1002/smj.226

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

Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: an investigation of antecedent conditions and performance. *Academy of Management Journal*, *50*(5), 1217–1234. https://doi.org/10.2307/20159921

Chang, B. (2009). *Examining links between diverstiy and outcomes in work groups: effects of different levels of diversity and social networks*. University of Akron.

Chattopadhyay, P. (2010). Affective responses to professional dissimilarity: a matter of status. *Academy of Management Journal*, *53*(4), 808–826. https://doi.org/10.1111/j.1539-6975.2010.01405.x

Chen, M.-J., Lin, H.-C., & Michel, J. G. (2010). Navigating in a hypercompetitive environment: the roles of action aggressiveness and TMT integration. *Strategic Management Journal*, *31*(13), 1410–1430. https://doi.org/10.1002/smj.891

Cheng, C.-Y., Chua, R. Y. J., Morris, M. W., & Lee, L. (2012). Finding the right mix: how the composition of self-managing multicultural teams' cultural value orientation influences performance over time. *Journal of Organizational Behavior*, *33*, 389–411. https://doi.org/10.1002/job.1777

Chi, N. W., Huang, Y. M., & Lin, S. C. (2009). A double-edged sword? Exploring the curvilinear relationship between organizational tenure diversity and team innovation: the moderating role of team-oriented HR practices. *Group and Organization Management*, *34*(6), 698–726. https://doi.org/10.1177/1059601109350985

Choi, J. N., Price, R. H., & Vinokur, A. D. (2003). Self-efficacy changes in groups: effects of diversity, leadership, and group climate. *Journal of Organizational Behavior*, *24*(4), 357–372. https://doi.org/10.1002/job.195

Chowdhury, S. (2005). Demographic diversity for building an effective entrepreneurial team: Is it important? *Journal of Business Venturing*, *20*(6), 727–746. https://doi.org/10.1016/j.jbusvent.2004.07.001

Cole, M. S., Bedeian, A. G., & Bruch, H. (2011). Linking leader behavior and leadership consensus to team performance: integrating direct consensus and dispersion models of group composition. *Leadership Quarterly*, *22*(2), 383–398. https://doi.org/10.1016/j.leaqua.2011.02.012

Coopman, S. J. (2001). Democracy, performance, and outcomes in interdisciplinary health care teams. *Journal of Business Communication*, *38*(3), 261–284. https://doi.org/10.1177/002194360103800305

Cordero, R., DiTomaso, N., & Farris, G. F. (1996). Gender and race/ethnic composition of technical work groups: relationship to creative productivity and morale. *Journal of Engineering and Technology Management - JET-M*, *13*(3–4), 205–221. https://doi.org/10.1016/S0019-3577(97)83357-5

Cruz, C., & Nordqvist, M. (2012). Entrepreneurial orientation in family firms: a generational perspective. *Small Business Economics*, *38*(1), 33–49. https://doi.org/10.1007/s11187-010-9265-8

Cummings, J. N. (2004). Work groups, structural diversity, and knowledge sharing in a global organization. *Management Science*, *50*(3), 352–364. https://doi.org/10.1287/mnsc.1030.0134

Curşeu, P. L., Schalk, R., & Schruijer, S. (2010). The use of cognitive mapping in eliciting and evaluating group cognitions. *Journal of Applied Social Psychology*, *40*(5), 1258–1291. https://doi.org/10.1111/j.1559-1816.2010.00618.x

Curşeu, P. L., Kenis, P., Raab, J., & Brandes, U. (2010). Composing effective teams through team dating. *Organization Studies*, *31*(7), 873–894. https://doi.org/10.1177/0170840610373195

Curşeu, P. L., & Schruijer, S. G. L. (2010). Does conflict shatter trust or does trust obliterate conflict? Revisiting the relationships between team diversity, conflict, and trust. *Group Dynamics*, *14*(1), 66–79. https://doi.org/10.1037/a0017104

Dahlin, K. B., Weingart, L. R., & Hinds, P. J. (2005). Team diversity and information use. *Academy of Management Journal*, *48*(6), 1107–1123. https://doi.org/10.5465/AMJ.2005.19573112

Darmadi, S. (2011). Board diverstiy and firm performance: the Indonesian evidence. *Corporate Ownership and Control*, *8*.

De Saá-Pérez, P., Díaz-Díaz, N. L., Aguiar-Díaz, I., & Ballesteros-Rodríguez, J. L. (2017). How diversity contributes to academic research teams performance. *R and D Management*, *47*(2), 165–179. https://doi.org/10.1111/radm.12139

Dooley, R. S., Fryxell, G. E., & Judge, W. Q. (2000). Belaboring the not-so-obvious: consensus, commitment, and strategy implementation speed and success. *Journal of Management*, *26*(6), 1237–1257. https://doi.org/10.1177/014920630002600609

Drach-Zahavy, A., & Somech, A. (2001). Understanding team innovation: the role of team processes and structures. *Group Dynamics*, *5*(2), 111–123. https://doi.org/10.1037/1089-2699.5.2.111

Drach-Zahavy, A., & Somech, A. (2002). Team heterogeneity and its relationship with team support and team effectiveness. *Journal of Educational Administration*, *40*(1), 6–30. https://doi.org/10.1108/09578230210415625

Earley, C. P., & Mosakowski, E. (2000). Creating hybrid team cultures: an empirical test of transnational team functioning. *Academy of Management Journal*, *43*(1), 26–49.

Eby, L. T., & Dobbins, G. H. (1997). Collectivist orientation in teams: an individual and group-level analysis. *Journal of Organizational Behavior*, *18*(3), 275–295.

Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: linking founding team, strategy, environment, and growth among U.S. semiconductor ventures, 1978-1988. *Administrative Science Quarterly*, *35*(3), 504. https://doi.org/10.2307/2393315

Elron, E. (1997). Top management teams within multinational corporations: effects of cultural heterogeneity. *The Leadership Quarterly*, *8*(4), 393–412. https://doi.org/10.1016/S1048-9843(97)90021-7

Ely, R. J. (2004). A field study of group diversity, participation in diversity education programs, and performance. *Journal of Organizational Behavior*, *25*(6), 755–780. https://doi.org/10.1002/job.268

Ely, R. J., Padavic, I., & Thomas, D. A. (2012). Racial diversity, racial asymmetries, and team learning environment: effects on performance. *Organization Studies*, *33*(3), 341–362. https://doi.org/10.1177/0170840611435597

Engel Small, E., & Rentsch, J. R. (2010). Shared leadership in teams: a matter of distribution. *Journal of Personnel Psychology*, *9*(4), 203–211. https://doi.org/10.1027/1866-5888/a000017

Ensley, M. D., Pearson, A. W., & Amason, A. C. (2002). Understanding the dynamics of new venture top management teams: cohesion, conflict, and new venture performance. *Journal of Business Venturing*, *17*(4), 365–386. https://doi.org/10.1016/S0883-9026(00)00065-3

Ensley, M. D., & Hmieleski, K. M. (2005). A comparative study of new venture top management team composition, dynamics and performance between university-based and independent start-ups. *Research Policy*, *34*(7), 1091–1105. https://doi.org/10.1016/j.respol.2005.05.008

Faems, D., & Subramanian, A. M. (2013). R&D manpower and technological performance: the impact of demographic and task-related diversity. *Research Policy*, *42*(9), 1624–1633. https://doi.org/10.1016/j.respol.2013.06.001

Fay, D., Borrill, C., Amir, Z., Haward, R., & West, M. A. (2006). Getting the most out of multidisciplinary teams: a multi-sample study of team innovation in health care. *Journal of Occupational and Organizational Psychology*, *79*(4), 553–567. https://doi.org/10.1348/096317905X72128

Ferrier, W. J., & Lyon, D. W. (2004). Competitive repertoire simplicity and firm performance: the moderating role of top management team heterogeneity. *Managerial and Decision Economics*, *25*(6–7), 317–327. https://doi.org/10.1002/mde.1193

Foo, M.-D. (2011). Teams developing business ideas: how member characteristics and conflict affect member-rated team effectiveness. *Small Business Economics*, *36*(1), 33–46. https://doi.org/10.1007/s11187-009-9176-8

Foo, M.-D., Kam Wong, P., & Ong, A. (2005). Do others think you have a viable business idea? Team diversity and judges' evaluation of ideas in a business plan competition. *Journal of Business Venturing*, *20*(3), 385–402. https://doi.org/10.1016/j.jbusvent.2004.04.001

Foo, M.-D., Sin, H. P., & Yiong, L. P. (2006). Effects of team inputs and intrateam processes on perceptions of team viability and member satisfaction in nascent ventures. *Strategic Management Journal*, *27*(4), 389–399. https://doi.org/10.1002/smj.514

Ford, L. R., & Seers, A. (2006). Relational leadership and team climates: pitting differentiation versus agreement. *Leadership Quarterly*, *17*(3), 258–270. https://doi.org/10.1016/j.leaqua.2006.02.005

França, C. B. da, & Lourenço, P. R. (2010). Diversity and intragroup conflict at work: an empirical study in Portugal. *Revista de Administração Mackenzie*, *11*(3), 130–158. https://doi.org/10.1590/S1678-69712010000300008

Fry, L. W., & Slocum, J. W. (1984). Technology, structure, and workgroup effectiveness: a test of a contingency model. *Academy of Management Journal*, *27*(2), 221–246. https://doi.org/10.2307/255923

Gebert, D., Boerner, S., & Chatterjee, D. (2011). Do religious differences matter? An analysis in India. *Team Performance Management*, *17*(3), 224–240. https://doi.org/10.1108/13527591111143736

Gellert, F. J., & Kuipers, B. S. (2008). Short- and long-term consequences of age in work teams: an empirical exploration of ageing teams. *Career Development International*, *13*(2), 132–149. https://doi.org/10.1108/13620430810860549

Gil, A. (2009). *Top management team heterogeneity, global strategic posture, and firm performance: evidence from MNEs headquartered around the world*. University of Texas.

Godthelp, M., & Glunk, U. (2003). Turnover at the top: demographic diversity as a determinant of executive turnover in The Netherlands. *European Management Journal*, *21*(5), 614–625. https://doi.org/10.1016/S0263-2373(03)00110-5

Goins, S., & Mannix, E. A. (1999). Self-selection and its impact on team diversity and performance. *Performance Improvement Quarterly*, *12*(1), 127–147. https://doi.org/10.1111/j.1937-8327.1999.tb00119.x

Goll, I., Brown Johnson, N., & Rasheed, A. A. (2008). Top management team demographic characteristics, business strategy, and firm performance in the US airline industry: the role of managerial discretion. *Management Decision*, *46*(2), 201–222. https://doi.org/10.1108/00251740810854122

Gong, Y. (2006). The impact of subsidiary top management team national diversity on subsidiary performance: knowledge and legitimacy perspectives. *Management International Review*, *46*(6), 771–789. https://doi.org/10.1007/s11575-006-0126-2

Greening, D. W., & Johnson, R. A. (1996). Do managers and strategies matter? A study in crisis. *Journal of Management Studies*, *33*(1), 25–51. https://doi.org/10.1111/j.1467-6486.1996.tb00797.x

Greer, L. L., Homan, A. C., De Hoogh, A. H. B., & Den Hartog, D. N. (2012). Tainted visions: the effect of visionary leader behaviors and leader categorization tendencies on the financial performance of ethnically diverse teams. *Journal of Applied Psychology*, *97*(1), 203–213. https://doi.org/10.1037/a0025583

Gul, F. A., Srinidhi, B., & Tsui, J. (2008). *Board diversity and the demand for higher audit effort*. Available at SSRN 1359450.

Gupta, V. K., Huang, R., & Niranjan, S. (2010). A longitudinal examination of the relationship between team leadership and performance. *Journal of Leadership and Organizational Studies*, *17*(4), 335–350. https://doi.org/10.1177/1548051809359184

Hafsi, T., & Turgut, G. (2013). Boardroom diversity and its effect on social performance: conceptualization and empirical evidence. *Journal of Business Ethics*, *112*(3), 463–479. https://doi.org/10.1007/s10551-012-1272-z

Hagendorff, J., Collins, M., & Keasey, K. (2010). Board monitoring, regulation, and performance in the banking industry: evidence from the market for corporate control. *Corporate Governance: An International Review*, *18*(5), 381–395. https://doi.org/10.1111/j.1467-8683.2010.00815.x

Hambrick, D. C., Cho, T. S., & Chen, M.-J. (1996). The influence of top management team heterogeneity on firms' competitive moves. *Administrative Science Quarterly*, *41*(4), 659. https://doi.org/10.2307/2393871

Han, G. H., & Harms, P. D. (2010). Team identification, trust and conflict: a mediation model. *International Journal of Conflict Management*, *21*(1), 20–43. https://doi.org/10.1108/10444061011016614

Harden, E. E. (2009). *Team innovation: the role of intangible assets and exploratory search*. Rutgers, The State University of New Jersey.

Harrison, D. A., Price, K. H., & Bell, M. P. (1998). Beyond relational demography: time and the effects of surface- and deep-level diversity on work group cohesion. *The Academy of Management Journal*, *41*(1), 96–107.

Harrison, D. A., Price, K. H., Gavin, J. H., & Florey, A. T. (2002). Time, teams, task performance: changing effects of surface- and deep-level diversity on group functioning. *Academy of Management Journal*, *45*(5), 1029–1045. https://doi.org/10.5465/apbpp.2000.5439172

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. https://doi.org/10.1111/j.1467-8551.2009.00670.x

He, J., Butler, B., & King, W. (2007). Team cognition: development and evolution in software project teams. *Journal of Management Information Systems*, *24*(2), 261–292. https://doi.org/10.2753/MIS0742-1222240210

Hellerstedt, K. (2009). *The composition of new venture teams: its dynamics and consequencces. JIBS Dissertation Series No. 056*. Jönköping International Business School.

Henttonen, K., Janhonen, M., Johanson, J. E., & Puumalainen, K. (2010). The demographic antecedents and performance consequences of the social-network structure in work teams. *Team Performance Management*, *16*(7), 388–412. https://doi.org/10.1108/13527591011090655

Hobman, E. V., & Bordia, P. (2006). The role of team identification in the dissimilarity-conflict relationship. *Group Processes and Intergroup Relations*, *9*(4), 483–507. https://doi.org/10.1177/1368430206067559

Hoch, J. E., Pearce, C. L., & Welzel, L. (2010). Is the most effective team leadership shared? The impact of shared leadership, age diversity, and coordination on team performance. *Journal of Personnel Psychology*, *9*(3), 105–116. https://doi.org/10.1027/1866-5888/a000020

Howell, J. M., & Shea, C. M. (2006). Effects of champion behavior, team potency, and external communication activities on predicting team performance. *Group and Organization Management*, *31*(2), 180–211. https://doi.org/10.1177/1059601104273067

Hsu, C.-S., Kuo, L., & Chang, B. (2016). Non-linear relationship between gender diversity in the partnership and profit performance in accounting firms. *Pacific Accounting Review*, *28*(3), 306–336. https://doi.org/10.1108/PAR-07-2014-0029

Hyatt, D. E., & Ruddy, T. M. (1997). An examination of the relationship between work group characteristics and performance: once more into the breech. *Personnel Psychology*, *50*(3), 553–585. https://doi.org/10.1111/j.1744-6570.1997.tb00703.x

Jackson, S. E., Brett, J. F., Sessa, V. I., Cooper, D. M., Julin, J. A., & Peyronnin, K. (1991). Some differences make a difference: individual dissimilarity and group heterogeneity as correlates of recruitment, promotions, and turnover. *Journal of Applied Psychology*, *76*(5), 675–689. https://doi.org/10.1037/0021-9010.76.5.675

Jackson, S. E., & Joshi, A. (2004). Diversity in social context: a multi-attribute, multilevel analysis of team diversity and sales performance. *Journal of Organizational Behavior*, *25*(6), 675–702. https://doi.org/10.1002/job.265

Jehn, K. A., Northcraft, G. B., & Neale, M. A. (1999). Why differences make a difference: a field study of diversity, conflict, and performance in workgroups. *Administrative Science Quarterly*, *44*(4), 741. https://doi.org/10.2307/2667054

Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: a longitudinal study of intragroup conflict and group performance. *The Academy of Management Journal*, *44*(2), 238–251. https://doi.org/10.2307/3069453

Jehn, K. A., Rispens, S., & Thatcher, S. M. B. (2010). The effects of conflict asymmetry on work group and individual outcomes. *The Academy of Management Journal*, *53*(3), 596–616.

Kearney, E., Gebert, D., & Voelpel, S. C. (2009). When and how diversity benefits teams: the importance of team members' need for cognition. *Academy of Management Journal*, *52*(3), 581–598. https://doi.org/10.5465/AMJ.2009.41331431

Kearney, E., & Gebert, D. (2009). Managing diversity and enhancing team outcomes: the promise of transformational leadership. *Journal of Applied Psychology*, *94*(1), 77–89. https://doi.org/10.1037/a0013077

Keck, S. L. (1997). Top management team structure: differential effects by environmental context. *Organization Science*, *8*(2), 143–156. https://doi.org/10.1287/orsc.8.2.143

Keck, S. L., & Tushman, M. L. (1993). Environmental and organizational context and executive team structure. *Academy of Management Journal*, *36*(6), 1314–1344. https://doi.org/10.2307/256813

Keller, R. T. (2001). Cross-functional project groups in research and new product development: diversity, communications, job stress, and outcomes. *Academy of Management Journal*, *44*(3), 547–555.

Keller, R. T. (2006). Transformational leadership, initiating structure, and substitutes for leadership: a longitudinal study of research and development project team performance. *Journal of Applied Psychology*, *91*(1), 202–210. https://doi.org/10.1037/0021-9010.91.1.202

Kianto, A. (2011). Enabling innovation in knowledge worker teams. *International Journal of Learning and Intellectual Capital*, *8*(1), 30. https://doi.org/10.1504/IJLIC.2011.037357

Kirkman, B. L., Tesluk, P. E., & Rosen, B. (2004). The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness. *Group and Organization Management*, *29*(3), 334–368. https://doi.org/10.1177/1059601103257412

Klein, K. J., Conn, A. B., Smith, D. B., & Sorra, J. S. (2001). Is everyone in agreement? An exploration of within-group agreement in employee perceptions of the work environment. *Journal of Applied Psychology*, *86*(1), 3–16. https://doi.org/10.1037/0021-9010.86.1.3

Klein, K. J., Knight, A. P., Ziegert, J. C., Lim, B. C., & Saltz, J. L. (2011). When team members' values differ: the moderating role of team leadership. *Organizational Behavior and Human Decision Processes*, *114*(1), 25–36. https://doi.org/10.1016/j.obhdp.2010.08.004

Knight, D., Pearce, C. L., Smith, K. G., Olian, J. D., Sims, H. P., Smith, Ken. A., & Flood, P. (1999). Top management team diversity, group process, and strategic consensus. *Strategic Management Journal*, *20*(5), 445–465. https://doi.org/0143–2095/99/050445–21

Lee, C., & Farh, J. L. (2004). Joint effects of group efficiency and gender diversity on group cohesion and performance. *International Association for Applied Psychology*, *53*(1), 136–154.

Li, J., & Hambrick, D. C. (2005). Factional groups: a new vantage on demographic faultlines, conflict, and disintegration in work teams. *Academy of Management Journal*, *48*(5), 794–813. https://doi.org/10.5465/amj.2005.18803923

Liang, T. P., Wu, J. C. H., Jiang, J. J., & Klein, G. (2012). The impact of value diversity on information system development projects. *International Journal of Project Management*, *30*(6), 731–739. https://doi.org/10.1016/j.ijproman.2011.11.006

Lichtenstein, R., Alexander, J. A., Jinnett, K., & Ullman, E. (1997). Embedded intergroup relations in interdisciplinary teams: effects on perceptions of level of team integration. *Journal of Applied Behavioral Science*, *33*(4), 413–434. https://doi.org/10.1177/0021886397334001

Lin, C. C., & Peng, T. K. (2010). From organizational citizenship behaviour to team performance: the mediation of group cohesion and collective efficacy. *Management and Organization Review*, *6*(1), 55–75. https://doi.org/10.1111/j.1740-8784.2009.00172.x

Lin, H. C., & Shih, C. T. (2008). How executive SHRM system links to firm performance: the perspectives of upper echelon and competitive dynamics. *Journal of Management*, *34*(5), 853–881. https://doi.org/10.1177/0149206308318612

Liu, K., Li, J., Hesterly, W., & Cannella, A. (2012). Top management team tenure and technological inventions at post-IPO biotechnology firms. *Journal of Business Research*, *65*(9), 1349–1356. https://doi.org/10.1016/j.jbusres.2011.09.024

Loeters, A. (2011). *Ethnic diversity and team performance*. Tilburg University. Retrieved from http://dare.uva.nl/document/481334

Lovelace, K., Shapiro, D. L., & Weingart, L. R. (2001). Maximizing cross functional new product teams' innovativeness and constraint adherence: a conflict communications perspective. *Academy of Management Journal*, *44*(4), 779–783. https://doi.org/10.2307/3069415

MacCurtain, S., Flood, P. C., Ramamoorthy, N., West, M. A., & Dawson, J. F. (2010). The top management team, reflexivity, knowledge sharing and new product performance: a study of the Irish software industry. *Creativity and Innovation Management*, *19*(3), 219–232. https://doi.org/10.1111/j.1467-8691.2010.00564.x

Mahadeo, J. D., Soobaroyen, T., & Hanuman, V. O. (2012). Board composition and financial performance: uncovering the effects of diversity in an emerging economy. *Journal of Business Ethics*, *105*(3), 375–388. https://doi.org/10.1007/s10551-011-0973-z

Marimuthu, M., & Kolandaisamy, I. (2009). Can demographic diversity in top management team contribute for greater financial performance? An empirical discussion. *Journal of International Social Research*, *2*(8), 273–286.

Martins, L. L., Milliken, F. J., Wiesenfeld, B. M., & Salgado, S. R. (2003). Racioethnic diversity and group members' experiences: the role of the racioethnic diversity of the organizational context. *Group and Organization Management*, *28*(1), 75–106. https://doi.org/10.1177/1059601102250020

Mason, C. M. (2006). Exploring the processes underlying within-group homogeneity. *Small Group Research*, *37*(3), 233–270. https://doi.org/10.1177/1046496406288972

Mayo, M., & Pastor, J. C. (2005). *Networks and effectiveness in work teams: the impact of diversity* (No. WP05-10). *Instituto de Empresa Business School Working Paper*. https://doi.org/10.2139/ssrn.1016118

Mayo, M., Pastor, J. C., & Meindl, J. R. (1996). The effects of group heterogeneity on the self-perceived efficacy of group leaders. *Leadership Quarterly*, *7*(2), 265–284. https://doi.org/10.1016/S1048-9843(96)90044-2

Michel, J. G., & Hambrick, D. C. (1992). Diversification posture and top management team characteristics. *Academy of Management Journal*, *35*(1), 9–37. https://doi.org/10.5465/256471

Miller, T., & Triana, M. (2009). Demographic diversity in the boardroom: mediators of the board diversity – firm performance relationship. *Journal of Management Studies*, *46*(5), 755–786. https://doi.org/10.1111/j.1467-6486.2009.00839.x

Mitchell, R., Boyle, B., Parker, V., Giles, M., Chiang, V., & Joyce, P. (2015). Managing inclusiveness and diversity in teams: how leader inclusiveness affects performance through status and team identity. *Human Resource Management*, *54*(2), 217–239. https://doi.org/10.1002/hrm.21658

Mohammed, S., & Angell, L. C. (2004). Surface- and deep-level diversity in workgroups: examining the moderating effects of team orientation and team process on relationship conflict. *Journal of Organizational Behavior*, *25*(8), 1015–1039. https://doi.org/10.1002/job.293

Mohammed, S., & Nadkarni, S. (2011). Temporal diversity and team performance: the moderating role of team temporal leadership. *Academy of Management Journal*, *54*(3), 489–508. https://doi.org/10.5465/amj.2011.61967991

Moon, T. (2013). The effects of cultural intelligence on performance in multicultural teams. *Journal of Applied Social Psychology*, *43*(12), 2414–2425. https://doi.org/10.1111/jasp.12189

Murray, A. I. (1989). Top management group heterogeneity and firm performance. *Strategic Management Journal*, *10*(1 S), 125–141. https://doi.org/10.1002/smj.4250100710

Neubert, M. J. (1999). Too much of a good thing or the more the merrier? Exploring the dispersion and gender composition of informal leadership in manufacturing teams. *Small Group Research*, *30*(5), 635–646. https://doi.org/10.1177/104649649903000507

Nielsen, S., & Huse, M. (2010). The contribution of women on boards of directors: going beyond the surface. *Corporate Governance: An International Review*, *18*(2), 136–148. https://doi.org/10.1111/j.1467-8683.2010.00784.x

Oetzel, J. G. (2001). Self-construals, communication processes, and group outcomes in homogeneous and heterogeneous groups. *Small Group Research*, *32*(1), 19–54. https://doi.org/10.1177/104649640103200102

Olson, B. J., Satyanarayana, P., & Twigg, N. W. (2006). Mediating role of strategic choice between top management team diversity and firm performance. *Journal of Business and Management*, *12*(2), 111–126. https://doi.org/10.1016/j.jm.2004.06.001

Opstrup, N., & Villadsen, A. R. (2015). The right mix? Gender diversity in top management teams and financial performance. *Public Administration Review*, *75*(2), 291–301. https://doi.org/10.1111/puar.12310

O'Reilly, C. A., Caldwell, D. F., & Barnett, W. P. (1989). Work group demography, social integration, and turnover. *Administrative Science Quarterly*, *34*(1), 21–37. https://doi.org/10.2307/2392984

Orlitzky, M., & Benjamin, J. D. (2003). The effects of sex composition on small-group performance in a business school case competition. *Academy of Management Learning & Education*, *2*(2), 128–138. https://doi.org/10.5465/amle.2003.9901665

Ozer, M. (2010). Top management teams and corporate political activity: Do top management teams have influence on corporate political activity? *Journal of Business Research*, *63*(11), 1196–1201. https://doi.org/10.1016/j.jbusres.2009.10.017

Peeters, M. A. G., Rutte, C. G., van Tuijl, H. F. J. M., & Reymen, I. M. M. J. (2008). Designing in teams: Does personality matter? *Small Group Research*, *39*(4), 438–467. https://doi.org/10.1177/1046496408319810

Pelled, L. H., Eisenhardt, K. M., & Xin, K. R. (1999). Exploring the black box: an analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, *44*(1), 1–28.

Polzer, J. T., Milton, L. P., & Swann, W. B. (2002). Capitalizing on diversity: congruence in small work groups. *Administrative Science Quarterly*, *47*(2), 296–324.

Puck, J., Rygl, D., & Kittler, M. (2006). Cultural antecedents and performance consequences of open communication and knowledge transfer in multicultural process-innovation teams. *Journal of Organisational Transformation & Social Change*, *3*(2), 223–241. https://doi.org/10.1386/jots.3.2.223_1

Qian, C., Cao, Q., & Takeuchi, R. (2013). Top management team functional diversity and organizational innovation in China: the moderating effects of environment. *Strategic Management Journal*, *34*(1), 110–120. https://doi.org/10.1002/smj.1993

Quintana-García, C. (2011). *Technological assets and top management teams: their impact on the capital raised by research-intensive firms going public* (DRUID). Copenhagen.

Radlach, P., & Schlemmbach, K. (2008). *The board of directors and its influence on risk propensity and firm performance: an empirical study of their relations in the banking sector*. Kristianstad University College.

Rau, D. (2005). The influence of relationship conflict and trust on the transactive memory: performance relation in top management teams. *Small Group Research*, *36*, 746–771. https://doi.org/10.1177/1046496405281776

Raver, J. L., & Gelfand, M. J. (2005). Beyond the individual victim: linking sexual harassment, team processes, and team performance. *Academy of Management Journal*, *48*(3), 387–400.

Reagans, R., & Zuckerman, E. W. (2001). Networks, diversity, and productivity: the social capital of corporate R&D teams. *Organization Science*, *12*(4), 502–517. https://doi.org/10.1287/orsc.12.4.502.10637

Rentsch, J. R., & Klimoski, R. J. (2001). Why do "great minds" think alike?: Antecedents of team member schema agreement. *Journal of Organizational Behavior*, *22*(2), 107–120. https://doi.org/10.1002/job.81

Richard, O. C., Barnett, T., Dwyer, S., & Chadwick, K. (2004). Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, *47*(2), 255–266.

Richard, O. C., Ford, D., & Ismail, K. (2006). Exploring the performance effects of visible attribute diversity: the moderating role of span of control and organizational life cycle. *International Journal of Human Resource Management*, *17*(12), 2091–2109. https://doi.org/10.1080/09585190601000246

Richard, O. C., & Shelor, R. M. (2002). Linking top management team age heterogeneity to firm performance: juxtaposing two mid-range theories. *International Journal of Human Resource Management*, *13*(6), 958–974. https://doi.org/10.1080/09585190210134309

Ries, B. C., Diestel, S., Wegge, J., & Schmidt, K. (2010). Die Rolle von Alterssalienz und Konflikten in Teams als Mediatoren der Beziehung zwischen Altersheterogenität und Gruppeneffektivität. *Zeitschrift Für Arbeits- Und Organisationspsychologie A&O*, *54*(3), 117–130. https://doi.org/10.1026/0932-4089/a000022

Riordan M., C., & McFarlane Shore, L. (1997). Demographic diversity and employee attitudes: an emprical examination of relational demography within work units. *Journal of Applied Psychology*, *82*(3), 342–358.

Rodriguez, R. A. (1998). Challenging demographic reductionism: a pilot study investigating diversity in group composition. *Small Group Research*, *29*(6), 744–759. https://doi.org/10.1177/1046496498296004

Rodríguez-Domínguez, L., García-Sánchez, I. M., & Gallego-Álvarez, I. (2012). Explanatory factors of the relationship between gender diversity and corporate performance. *European Journal of Law and Economics*, *33*(3), 603–620. https://doi.org/10.1007/s10657-010-9144-4

Rousseau, V., & Aubé, C. (2010). Team self-managing behaviors and team effectiveness: the moderating effect of task routineness. *Group and Organization Management*, *35*(6), 751–781. https://doi.org/10.1177/1059601110390835

Sargent, L. D., & Sue-Chan, C. (2001). Does diversity affect group efficacy?: The intervening role of cohesion and task interdependence. *Small Group Research*, *32*(4), 426–450. https://doi.org/10.1177/104649640103200403

Schippers, M. C., & den Hartog, D. N. (2003). Diversity and team outcomes: the moderating effects of outcome interdependence and group longevity and the mediating effect of reflexivity. *Journal of Organizational Behavior*, *24*, 779–802. https://doi.org/10.1002/job.220

Schoenecker, T. S., Martell, K. D., & Michlitsch, J. F. (1997). Diversity, performance, and satisfaction in student group projects: an empirical study. *Research in Higher Education*, *38*(4), 479–495.

Scott, S. G. (1997). Social identification effects in product and process development teams. *Journal of Engineering and Technology Management - JET-M*, *14*(2), 97–127. https://doi.org/10.1016/S0923-4748(97)00007-6

Sethi, R. (2000). New product quality and product development teams. *Journal of Marketing*, *64*(2), 1–14.

Sethi, R., Smith, D. C., & Park, C. W. (2001). Cross-functional product development teams, creativity, and the innovativeness of new consumer products. *Journal of Marketing Research*, *38*(1), 73–85.

Shaw, J. D., Zhu, J., Duffy, M. K., Scott, K. L., Shih, H. A., & Susanto, E. (2011). A contingency model of conflict and team effectiveness. *Journal of Applied Psychology*, *96*(2), 391–400. https://doi.org/10.1037/a0021340

Shemla, M. (2010). *Broadening team composition research by conceptualizing team diversity as a cross-level moderating variable*. Technical University of Dresden. https://doi.org/10.1093/toxsci/kft290

Shin, S. J., Kim, T. Y., Lee, J. Y., & Bian, L. (2012). Cognitive team diversity and individual team member creativity: a cross-level interaction. *Academy of Management Journal*, *55*(1), 197–212. https://doi.org/10.5465/amj.2010.0270

Shin, S. J., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology*, *92*(6), 1709–1721. https://doi.org/10.1037/0021-9010.92.6.1709

Simons, T., Pelled, L. H., & Smith, K. A. (1999). Making use of difference: diversity, debate, and decision comprehensiveness in top management teams. *The Academy of Management Journal*, *42*(6), 662–673.

Simsek, Z., Veiga, J. F., Lubatkin, M. H., & Dino, R. N. (2005). Modeling the multilevel determinants of top management team behavioral integration. *Academy of Management Journal*, *48*(1), 69–84. https://doi.org/10.5465/AMJ.2005.15993139

Smith, K. G., Smith, K. A., Olian, J. D., Sims, H. P., Douglas, P., & Scully, J. A. (1994). Top management team demography and process: the role of social integration and communication. *Administrative Science Quarterly*, *39*(3), 412–438.

Somech, A. (2006). The effects of leadership style and team process on performance and innovation in functionally heterogeneous teams. *Journal of Management*, *32*, 132–156. https://doi.org/10.1177/0149206305277799

Somech, A., & Drach-Zahavy, A. (2007). Schools as team-based organizations: a structure – process – outcomes approach. *Group Dynamics: Theory, Research, and Practice*, *11*(4), 305–320. https://doi.org/10.1037/1089-2699.11.4.305

Somech, A., & Drach-Zahavy, A. (2011). Translating team creativity to innovation implementation: the role of team composition and climate for innovation. *Journal of Management*, *39*(3), 684–708. https://doi.org/10.1177/0149206310394187

Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). Empowering leadership in management teams: effects on knowledge sharing, efficacy, and performance. *Academy of Management Journal*, *49*(6), 1239–1251. https://doi.org/10.5465/AMJ.2006.23478718

Stewart, G. L., & Barrick, M. R. (2000). Team structure and performance: assessing the mediating role of intrateam process and the moderating role of task type. *Academy of Management Journal*, *43*(2), 135–148.

Tanikawa, T., Kim, S., & Jung, Y. (2017). Top management team diversity and firm performance: exploring a function of age. *Team Performance Management: An International Journal*, *23*(3/4), 156–170. https://doi.org/10.1108/TPM-06-2016-0027

Tibben, P. A. (2010). *Top management team diversity and firm performance*. Utrecht University.

Tihanyi, L., Ellstrand, A. E., Daily, C. M., & Dalton, D. R. (2000). Composition of the top management team and firm international diversification. *Journal of Management*, *26*(6), 1157–1177. https://doi.org/10.1177/014920630002600605

Townsend, A. M., & Dow Scott, K. (2001). Team racial composition, member attitudes, and performance: a field study. *Industrial Relations*, *40*(2), 317–337. https://doi.org/10.1111/0019-8676.00210

Triana, M., Miller, T., & Trzebiatowski, T. (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*(2), 609–632. https://doi.org/10.1287/orsc.2013.0842

Tröster, C., Mehra, A., & Knippenberg, D. Van. (2014). Structuring for team success: the interactive effects of network structure and cultural diversity on team potency and performance. *Organizational Behavior and Human Decision Processes*, *124*, 245–255. https://doi.org/10.1016/j.obhdp.2014.04.003

Tsai, F. S., Baugh, G. S., Fang, S. C., & Lin, J. L. (2014). Contingent contingency: knowledge heterogeneity and new product development performance revisited. *Asia Pacific Journal of Management*, *31*(1), 149–169. https://doi.org/10.1007/s10490-013-9355-7

Tung, H. L., & Chang, Y. H. (2011). Effects of empowering leadership on performance in management team: mediating effects of knowledge sharing and team cohesion. *Journal of Chinese Human Resources Management*, *2*(1), 43–60. https://doi.org/10.1108/20408001111148720

Tüten, D. (2009). *Entrepreneurial team characteristics, environmental scanning and networking: impact on organizational innovativeness in SMEs*. Middle East Technical University.

Tyran, K. L., & Gibson, C. B. (2008). Is what you see, what you get?: The relationship among surface- and deep-level heterogeneity characteristics, group efficacy, and team repution. *Group & Organization Management*, *33*(1), 46–76. https://doi.org/10.1177/1059601106287111

van der Linden, G. (2011). *The impact of status conflict and team climate on the relationship between team diversity and performance*. Universiteit van Tilburg.

van der Vegt, G. S., & Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: the importance of collective team identification. *Academy of Management Journal*, *48*(3), 532–547.

van Knippenberg, D., Dawson, J. F., West, M. A., & Homan, A. C. (2010). Diversity faultlines, shared objectives, and top management team performance. *Human Relations*, *64*(3), 307–336. https://doi.org/10.1177/0018726710378384

Vissa, B., & Chacar, A. S. (2009). Leveraging ties: the contingent value of entrepreneurial teams' external advice networks on Indian software venture performance. *Strategic Management Journal*, *30*(11), 1179–1191. https://doi.org/10.1002/smj.785

Vodosek, M. (2007). Intragroup conflict as a mediator between cultural diversity and work group outcomes. *International Journal of Conflict Management*, *18*(4), 345–375. https://doi.org/10.1108/10444060710833469

Wagner, W. G., Pfeffer, J., & O'Reilly, C. A. (1984). Organizational demography and turnover in top-management groups. *Administrative Science Quarterly*, *29*(1), 74–92.

Watson, W. E., Johnson, L., & Zgourides, G. D. (2002). The influence of ethnic diversity on leadership, group process, and performance: an examination of learning teams. *International Journal of Intercultural Relations*, *26*(1), 1–16. https://doi.org/10.1016/S0147-1767(01)00032-3

Wei, L., Lau, C.-M., Young, M. N., & Wang, Z. (2005). The impact of top management team demography on firm performance in China. *Asian Business & Management*, *4*(3), 227–250. https://doi.org/10.1057/palgrave.abm.9200130

Wellalage, N. H., & Locke, S. (2013). Women on board, firm financial performance and agency costs. *Asian Journal of Business Ethics*, *2*(2), 113–127.

Wiersema, M. F., & Bird, A. (1993). Organizational demography in Japanese firms: group heterogeneity, individual dissimilarity and top management team turnover. *Academy of Management Journal*, *36*(5), 996–1025.

Wolfe, J., & Box, T. M. (1986). Relationships between team cohesion dimensions and business game performance. *Developments in Business Simulation & Experiential Exercises*, *13*, 11–16. Retrieved from http://www.emeraldinsight.com/doi/10.1108/PAR-07-2014-0029

Wong, S.-S. (2004). Distal and local group learning: performance trade-offs and tensions. *Organization Science*, *15*(6), 645–656. https://doi.org/10.1287/orsc.1040.0080

Yeh, Y.-J., & Chou, H.-W. (2005). Team composition and learning behaviors in cross-functional teams. *Social Behavior and Personality*, *33*(4), 391–402. https://doi.org/10.2224/sbp.2005.33.4.391

Zampetakis, L. A., & Moustakis, V. (2011). Managers' trait emotional intelligence and group outcomes: the case of group job satisfaction. *Small Group Research*, *42*(1), 77–102. https://doi.org/10.1177/1046496410373627

Zellmer-Bruhn, M. E., Maloney, M. M., Bhappu, A. D., & Salvador, R. (2008). When and how do differences matter? An exploration of perceived similarity in teams. *Organizational Behavior and Human Decision Processes*, *107*(1), 41–59. https://doi.org/10.1016/j.obhdp.2008.01.004

Zhang, L., Ji, W., Tao, J., & Wang, Q. (2011). Who shall leave? How CEO preference and power affect executive turnover in Chinese listed companies. *Corporate Governance: An International Review*, *19*(6), 547–561. https://doi.org/10.1111/j.1467-8683.2011.00855.x

Zhou, W., Vredenburgh, D., & Rogoff, E. G. (2015). Informational diversity and entrepreneurial team performance: moderating effect of shared leadership. *International Entrepreneurship and Management Journal*, *11*(1), 39–55. https://doi.org/10.1007/s11365-013-0274-3