

DAFTAR PUSTAKA

- Adam, N., & Alfawaz, A. (2025). Enhancing organizational performance: How gender diversity enhances employee engagement and commitment. *Humanities and Social Sciences Communications*, 12(1). <https://doi.org/10.1057/s41599-025-04441-7>
- Adu-Gyamfi, M., He, Z., Nyame, G., Boahen, S., & Frempong, M. F. (2021). Effects of internal CSR activities on social performance: The employee perspective. *Sustainability*, 13(11), 6235. <https://doi.org/10.3390/su13116235>
- Akrapuna, M., Choi, E., Johnson, D. A., & Lopez, J. A. (2020). Encouraging multiculturalism and diversity within organizational behavior management. *Journal of Organizational Behavior Management*, 1–24. <https://doi.org/10.1080/01608061.2020.1832014>
- Alshemmari, J. M. H. J., & Al Monawer, F. H. (2024). Analyzing the relationship between workplace diversity and innovation and its influence on organizational performance. *Journal of System and Management Sciences*, 14(1), 471-489. <https://doi.org/10.33168/JSMS.2024.0127>
- Arikunto, S. (1993). *Prosedur Penelitian Suatu Pendekatan Praktek*. Jakarta: Rineka Cipta.
- Asyari, I. S. (1983). *Suatu Petunjuk Praktis Metodologi Penelitian Sosial*. Surabaya: Usaha Nasional.
- Atewologun, D., Sealy, R., & Vinnicombe, S. (2015). Revealing intersectional dynamics in organizations: Introducing 'intersectional identity work.' *Gender Work and Organization*, 23(3), 223–247. <https://doi.org/10.1111/gwao.12082>
- Babu, J., Janani, K., & Durgalakshmi, M. S. (2024). The role of cultural diversity and its impact on the workplace. *International Journal of Business and Management Invention*, 13(6), 89–92. <https://doi.org/10.35629/8028-13068992>
- Bettocchi, C., Busetto, G. M., Carrieri, G., & Cormio, L. (2023). *Practical Clinical Andrology*. Springer Nature. <https://doi.org/10.1007/978-3-031-11701-5>
- Boehm, S. A., & Dwertmann, D. J. G. (2014). Forging a single-edged sword: Facilitating positive age and disability diversity effects in the workplace through leadership, positive climates, and HR practices. *Work, Aging and Retirement*, 1(1), 41–63. <https://doi.org/10.1093/workar/wau008>

- Bogaert, A. F., & Skorska, M. N. (2020). A short review of biological research on the development of sexual orientation. *Hormones and Behavior*, 119, 104659. <https://doi.org/10.1016/j.yhbeh.2019.104659>
- Brimhall, K. C., & Mor Barak, M. E. (2018). The critical role of workplace inclusion in fostering innovation, job satisfaction, and quality of care in a diverse human service organization. *Human Service Organizations: Management, Leadership & Governance*, 42(5), 474–492.
- Brimhall, K. C., Mor Barak, M. E., Hurlburt, M., McArdle, J. J., Palinkas, L., & Henwood, B. (2016). Increasing workplace inclusion: The promise of leader–member exchange. *Human Service Organizations: Management, Leadership & Governance*, 41(3), 222–239.
- Burrows, D., Pietri, E. S., Johnson, I. R., & Ashburn-Nardo, L. (2021). Promoting inclusive environments: In-group organizational endorsement as a tool to increase feelings of identity-safety among Black women. *Sex Roles*, 86(1–2), 67–88. <https://doi.org/10.1007/s11199-021-01253-2>
- Carastathis, A. (2014). The concept of intersectionality in feminist theory. *Philosophy Compass*, 9(5), 304–314. <https://doi.org/10.1111/phc3.12129>
- Chaudhry, I. S., Paquibut, R. Y., & Tunio, M. N. (2021). Do workforce diversity, inclusion practices, & organizational characteristics contribute to organizational innovation? Evidence from the U.A.E. *Cogent Business & Management*, 8(1), 1947549. <https://doi.org/10.1080/23311975.2021.1947549>
- Cingolani, L., & Salazar-Morales, D. (2024). The role of public workforce diversity and the administrative ecosystem in advancing digital public service innovation. *Public Management Review*, 26(10), 2966–2991. <https://doi.org/10.1080/14719037.2024.2303609>
- Cook, C. C. H. (2021). The causes of human sexual orientation. *Theology & Sexuality*, 27(1), 1–19. <https://doi.org/10.1080/13558358.2020.1818541>
- Corlett, S., & Mavin, S. (2014). Intersectionality, identity and identity work. *Gender in Management an International Journal*, 29(5), 258–276. <https://doi.org/10.1108/gm-12-2013-0138>
- Crenshaw, K. (1989). Demarginalizing the intersection of race and sex. *University of Chicago Legal Forum*, 1989(1), Article 8.
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE.

- Cumming, D., & Leung, T. Y. (2021). Board diversity and corporate innovation: Regional demographics and industry context. *Corporate Governance: An International Review*, 29(3), 277–296.
- Dhanani, L. Y., Sultan, M., Pham, C. T., Mikami, K., Charles, D. R., & Crandell, H. A. (2024). Inclusion near and far: A qualitative investigation of inclusive organizational behavior across work modalities and social identities. *Journal of Organizational Behavior*, 45(9), 1413-1430. <https://doi.org/10.1002/job.2779>
- Díaz-Fernández, M. C., Rodríguez, G., Rosario, M., & Simonetti, B. (2019). Top management team diversity and high performance: An integrative approach based on upper echelons and complexity theory. *European Management Journal*. <https://doi.org/10.1016/j.emj.2019.06.006>
- DiTomaso, N., Post, C., & Parks-Yancy, R. (2007). Workforce diversity and inequality: Power, status, and numbers. *Annual Review of Sociology*, 33(1), 473–501. <https://doi.org/10.1146/annurev.soc.33.040406.131805>
- Don-Solomon, A., & Fakidouma, P. (2021). Managing cultural diversity: Implication for organizational innovativeness. *European Journal of Business and Management Research*, 6(4), 368–372. <https://doi.org/10.24018/ejbmr.2021.6.4.1031>
- Dover, T. L., Kaiser, C. R., & Major, B. (2019). Mixed signals: The unintended effects of diversity initiatives. *Social Issues and Policy Review*. <https://doi.org/10.1111/sipr.12059>
- Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2014). The role of diversity practices and inclusion in promoting trust and employee engagement. *Journal of Applied Social Psychology*, 45(1), 35–44. <https://doi.org/10.1111/jasp.12273>
- Farndale, E., Biron, M., Briscoe, D. R., & Raghuram, S. (2015). A global perspective on diversity and inclusion in work organisations. *The International Journal of Human Resource Management*, 26(6), 677–687. <https://doi.org/10.1080/09585192.2014.991511>
- Feeney, M. K., & Camarena, L. (2019). Gender, race, and diversity values among local government leaders. *Review of Public Personnel Administration*, 41(1), 105-131. <https://doi.org/10.1177/0734371X19865009>
- Ghavami, N., Katsiaficas, D., & Rogers, L. O. (2016). Toward an intersectional approach in developmental science. *Advances in Child Development and Behavior*, 31–73. <https://doi.org/10.1016/bs.acdb.2015.12.001>

- Gomez, L. E., & Bernet, P. (2019). Diversity improves performance and outcomes. *Journal of the National Medical Association*. <https://doi.org/10.1016/j.jnma.2019.01.006>
- Gould, R., Harris, S. P., Mullin, C., & Jones, R. (2019). Disability, diversity, and corporate social responsibility: Learning from recognized leaders in inclusion. *Journal of Vocational Rehabilitation*, 1–14. <https://doi.org/10.3233/jvr-191058>
- Graham, A., & Wright, A. (2021). *Diversity Management: Perspectives of a Diverse and Inclusive Workplace. Findings from the ICT Sector*. Paper presented at the Irish Academy of Management Conference, August 25-26, WIT.
- Grier, S. A. (2019). Marketing inclusion: A social justice project for diversity education. *Journal of Marketing Education*. <https://doi.org/10.1177/0273475319878829>
- Hall, W. J. (2019). Sexual orientation. In *Encyclopedia of Social Work*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780199975839.013.1271>
- Herring, C. (2009). Does diversity pay?: Race, gender, and the business case for diversity. *American Sociological Review*, 74(2), 208–224. <https://doi.org/10.1177/000312240907400203>
- Huffman, A. H., Mills, M. J., Howes, S. S., & Albritton, M. D. (2020). Workplace support and affirming behaviors: Moving toward a transgender, gender diverse, and non-binary friendly workplace. *International Journal of Transgender Health*, 22(3), 225–242. <https://doi.org/10.1080/26895269.2020.1861575>
- Jackson, S. (2003). Recent research on team and organizational diversity: SWOT analysis and implications. *Journal of Management*, 29(6), 801–830. [https://doi.org/10.1016/s0149-2063\(03\)00080-1](https://doi.org/10.1016/s0149-2063(03)00080-1)
- Jammaers, E., & Zanoni, P. (2020). Author accepted manuscript: The identity regulation of disabled employees: Unveiling the "varieties of ableism" in employers' socio-ideological control. *Organization Studies*. <https://doi.org/10.1177/017084061990029>
- Kaley, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. *American Sociological Review*, 71(4), 589–617. <https://doi.org/10.1177/000312240607100404>
- Khan, A. R., Malik, S., & Ali, H. (2024). Cultural diversity and its impact on workplace collaboration and innovation. *International Journal of Social*

- Lashitew, A. A., Bals, L., & van Tulder, R. (2018). Inclusive business at the base of the pyramid: The role of embeddedness for enabling social innovations. *Journal of Business Ethics*.
- Le, H., Palmer Johnson, C., & Fujimoto, Y. (2021). Organizational justice and climate for inclusion. *Personnel Review*, 50(1), 1–20. <https://doi.org/10.1108/PR-10-2019-0546>
- Leuhery, F., Padang, N. S., Karyono, Puspitasari, D., & Judijanto, L. (2023). Workplace diversity and inclusion: Strategies for effective implementation and benefits to organizational culture. *Dinasti International Journal of Economics, Finance & Accounting*, 5(4), 4647-4653. <https://doi.org/10.38035/dijefa.v5i4>
- Lin, J. C. (2020). Understanding cultural diversity and diverse identities. In W. Leal Filho et al. (Eds.), *Quality Education: Encyclopedia of the UN Sustainable Development Goals* (pp. 1–10). Springer. https://doi.org/10.1007/978-3-319-69902-8_37-1
- Malone, D. (2023). Examining the diversity of corporate America and the federal government: A comparison of selected sectors. *Archives of Business Research*, 11(5), 41–53. <https://doi.org/10.14738/abr.115.14623>
- Miles, B. M., & Huberman, M. A. (1994). *Qualitative Data Analysis*. Thousand Oaks, California: Sage Publications.
- Mulyanti, R., Rony, Z. T., & Ali, H. (2024). The impact of diversity, equity, and inclusion (DEI) initiatives on employee performance. *Dinasti International Journal of Digital Business Management*, 5(4), 828–837. <https://doi.org/10.38035/dijdbm.v5i4>
- Nawawi, H. (1991). *Metode Penelitian Bidang Sosial*. Yogyakarta: Gajah Mada University Press.
- Nelson, A., & Piatak, J. (2021). Intersectionality, leadership, and inclusion: How do racially underrepresented women fare in the federal government? *Review of Public Personnel Administration*, 41(2), 294-318. <https://doi.org/10.1177/0734371X19881681> (Original work published 2019)
- Ozturk, M. B., & Tatli, A. (2015). Gender identity inclusion in the workplace: Broadening diversity management research and practice through the case of transgender employees in the UK. *The International Journal of Human*

Resource Management, 27(8), 781–802.
<https://doi.org/10.1080/09585192.2015.1042902>

- Patrício, L., & Franco, M. (2022). A systematic literature review about team diversity and team performance: Future lines of investigation. *Administrative Sciences*, 12(1), 31.
<https://doi.org/10.3390/admsci12010031>
- Pless, N., & Maak, T. (2004). Building an inclusive diversity culture: Principles, processes and practice. *Journal of Business Ethics*, 54(2), 129–147.
<https://doi.org/10.1007/s10551-004-9465-8>
- Racolta-Paina, N. D., & Irini, R. D. (2021). Generation Z in the workplace through the lenses of human resource professionals – A qualitative study. *Quality: Access to Success*, 22(183), 78–85.
- Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190–203.
<https://doi.org/10.1016/j.hrmr.2017.07.002>
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education.
- Russen, M., & Dawson, M. (2023). Which should come first? Examining diversity, equity and inclusion. *International Journal of Contemporary Hospitality Management*, 36(1), 25–40. <https://doi.org/10.1108/ijchm-09-2022-1184>
- Saat, S., & Mania, S. (2020). *Pengantar Metodologi Penelitian: Panduan Bagi Peneliti Pemula*. Sulawesi Selatan: Pusaka Almailda.
- Samsu. (2017). *Metode Penelitian: (Teori dan Aplikasi Penelitian Kualitatif, Kuantitatif, Mixed Methods, serta Research & Development)*. Jambi: Pusat Studi Agama dan Kemasyarakatan (PUSAKA).
- Sarwono, J. (2012). *Metode Penelitian Kuantitatif & Kualitatif*. Yogyakarta: Graha Ilmu.
- Schur, L. A., Ameri, M., & Kruse, D. (2020). Telework after COVID: A "silver lining" for workers with disabilities? *Journal of Occupational Rehabilitation*, 30(4), 521–536. <https://doi.org/10.1007/s10926-020-09936-5>
- Sembiring, T. B., Irmawati, I., Sabir, M., & Tjahyadi, I. (2024). *Buku Ajar Metodologi Penelitian (Teori dan Praktik)*. Karawang: CV Saba Jaya Publisher.

- Serafini, K., Coyer, C., Brown Speights, J., Donovan, D., Guh, J., Washington, J., & Ainsworth, C. (2020). Racism as experienced by physicians of color in the health care setting. *Family Medicine*, 52(4), 282–287. <https://doi.org/10.22454/FamMed.2020.384384>
- Seymen, O. A. (2006). The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: A literary review. *Cross Cultural Management: An International Journal*, 13(4), 296–315. <https://doi.org/10.1108/13527600610713404>
- Shimizu, T., Sakai, F., Miyake, H., Sone, T., Sato, M., Tanabe, S., Azuma, Y., Ohfuji, S., Matsumori, Y., Yamagami, H., Saeki, K., Obayashi, K., Nojima, H., Stubberud, A., & Linde, M. (2021). Disability, quality of life, productivity impairment and employer costs of migraine in the workplace. *The Journal of Headache and Pain*, 22(1). <https://doi.org/10.1186/s10194-021-01243-5>
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176–189. <https://doi.org/10.1016/j.hrmr.2017.07.003>
- Silalahi, U. (2010). *Metode Penelitian Sosial*. Bandung: PT Refika Aditama.
- Singh, R., & Ramdeo, S. (2023). Contemporary perspectives in human resource management and organizational behavior. In *Springer eBooks*. <https://doi.org/10.1007/978-3-031-30225-1>
- Smith, J. A., Flowers, P., & Larkin, M. (2009). *Interpretative Phenomenological analysis: Theory, Method and Research*. London: SAGE Publications.
- Søraa, R. A., Anfinson, M., Foulds, C., Korsnes, M., Lagesen, V., Robison, R., & Ryghaug, M. (2020). Diversifying diversity: Inclusive engagement, intersectionality, and gender identity in a European social sciences and humanities energy research project. *Energy Research & Social Science*, 62, 101380. <https://doi.org/10.1016/j.erss.2019.101380>
- Sugiyono. (2011). *Metodologi Penelitian Kombinasi (Mixed Metodologi)* (Cet. Ke-1). Bandung: Alfabeta.
- Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Tchamgop Nkwonji, D. (2025). *Workplace Diversity, Inclusion and Impact on Employee Satisfaction: How Organizations Promote Diversity and Inclusion in the Workplace* [Bachelor's thesis, Centria University of Applied Sciences]. Centria Repository.

- Thomas, R. R., Jr. (1990). From affirmative action to affirming diversity. *Harvard Business Review*, 68(2), 107–117.
- Valentine, O. C., Adeiza, U. S., & Judijanto, L. (2023). Workforce diversity and public service delivery. *Public Administration & Regional Studies*, 16(1), 43-62.
- Wasserman, V., & Frenkel, M. (2015). Spatial work in between glass ceilings and glass walls: Gender-class intersectionality and organizational aesthetics. *Organization Studies*, 36(11), 1485-1505. <https://doi.org/10.1177/0170840615593583>
- Woods, D. R., Benschop, Y., & Van Den Brink, M. (2021). What is intersectional equality? A definition and goal of equality for organizations. *Gender Work and Organization*, 29(1), 92–109. <https://doi.org/10.1111/gwao.12760>
- Yadav, S., & Lenka, U. (2020). Diversity management: A systematic review. *Equality, Diversity, and Inclusion: An International Journal*, 39, 901-929. <https://doi.org/10.1108/EDI-07-2019-0197>
- Yusuf, A. M. (2014). *Metode Penelitian: Kuantitatif, Kualitatif dan Penelitian Gabungan* (1st ed.). Jakarta: KENCANA.
- Yusuf, K., Bakare, A. A., Abubakar, L. H., & Murtala, T. A. (2025). Workplace diversity: An empirical examination of the effect of experiential diversity on employee commitment in Nigerian Ministry of Communications and Digital Economy. *Open Journal of Business and Management*, 13(2), 763-780. <https://doi.org/10.4236/ojbm.2025.132040>
- Zaman, R., Jain, T., Samara, G., & Jamali, D. (2023). Board demographic, structural diversity, and eco-innovation: International evidence. *Corporate Governance an International Review*, 32(3), 374–390. <https://doi.org/10.1111/corg.12545>

SEMARANG
FEB UNDIP