

## **Board Characteristic and Shari'a Banks Performance: Evidence from Indonesia and Malaysia 2015-2020**

**Siti Aisyah<sup>1</sup>, Muhamad Umar Mai<sup>2</sup>, Dwi Suhartanto<sup>3</sup>**

<sup>1) 2) 3)</sup> Politeknik Negeri Bandung, Bandung, Indonesia  
Email: siti.aisyahkps20@polban.ac.id

### **Abstract :**

This study purpose to investigate the effect of corporate governance are measured by the size of the board of directors, proportion of directors female, the expertise of the board of director and Islamic corporate governance are measured by the size of sharia supervisory board, proportion shariah supervisory female and shariah supervisory expertise. on the performance of Islamic banks (IBs) in Indonesia and Malaysia from January 2015 to December 2020. The sample of this study includes 11 Islamic banks in Indonesia and 7 Islamic banks in Malaysia. The analysis method uses panel data regression which is processed with the help of software Eviews 12. Performance is measured by Return On Assets (ROA), Return On Equity (ROE), and Non-Performing Financing (NPF), The results of the study show that overall Islamic Corporate Governance and Corporate Governance have a positive effect on the performance of Islamic Banks (IBs). While in Indonesia Corporate Governance has no effect, but in Malaysia Corporate Governance has a significant effect.

**Keywords:** Kata kunci: Islamic Banks; Islamic Corporate Governance; Corporate Governance; Performance Islamic Bank

### **Abstrak:**

Tujuan penelitian ini adalah untuk mengetahui dampak tatakelola keuangan yang diproksi oleh dewan direksi, proporsi direksi wanita dan keahlian dewan direksi serta dewan pengawas syariah yang diproksi oleh ukuran DPS(SSB\_Sz), proporsi DPS(SSB\_Fml) dan keahlian DPS(SSB\_Exp) terhadap kinerja IBs, yang diproksi oleh ROA(Return on Asset), ROE(Return On Equity) dan NPF(Non-Performing Finance). Sampel penelitian ini meliputi 11 Bank umum syariah(BUS) di Indonesia dan 7 BUS di Malaysia dimulai Januari 2015 sampai Desember 2020. Metode analisis yang digunakan dalam penelitian ini adalah regresi data panel dengan software Eviews 12. Hasil penelitian menunjukkan secara keseluruhan bahwa Corporate Governance dan Islamic Corporate Governance signifikan positif terhadap kinerja IBs. Sedangkan di Negara Indonesia Corporate Governance tidak berpengaruh namun di Negara Malaysia Corporate Governance berpengaruh signifikan.

**Kata kunci:** Islamic Banks; Islamic Corporate Governance; Corporate Governance; Performance Islamic Bank

## INTRODUCTION

The development of Islamic finance (IF), which includes Islamic Banks (IBs), has increased rapidly in recent years, especially since the 2008 global crisis, this is because IF has a reputation for being resistant to crises (Smaoui, Salah, dan Diallo 2020). Islamic Banks (IBs) operations must be subject to dual governance (Khan dan Zahid 2020). First, Islamic corporate governance which is guided by the Sharia Supervisory Board (DPS) ensures continuous compliance of IBs with Sharia law. Second, corporate governance is controlled by the board of directors who are responsible for high-performing IBs to maximize the welfare of stakeholders. However, the results of observations of IBs in Indonesia and Malaysia for the period 2016-2020 show that the performance of IBs is not overall health according to RGEC standards (Risk Profile, Good Corporate Governance, Earnings, Capital). RGEC is a method of assessing the financial health of a Bank based on Bank Indonesia regulation no. 13/1/PBI/2011 concerning the assessment of the financial performance of commercial banks. Below is a graphic image of the average NPF, ROA, and ROE for IBs in Indonesia and Malaysia.

Figure 1.  
Average NPF, ROA And ROE Of Islamic Banks  
Indonesia And Malaysia

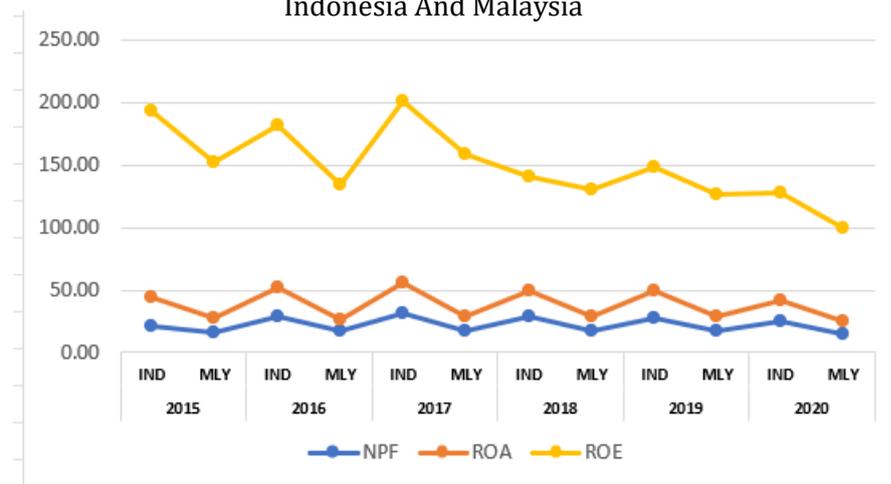


Figure 1 shows that the average NPF(Non-Performing Finance), ROA(Return On Assets), and ROE(Return On Equity) fluctuated. The NPF of Indonesia is 2.20 % and Malaysia is 1.52 %. According to RGEC NPF is declared healthy if 2.00 %. Thus, Malaysia's 1.52 % NPF is in the healthy category, however, Malaysia's Return on Assets (ROA) is not yet in the healthy category, which is 1.10 % as well as Indonesia's ROA of 2.20%, it is said to be healthy if 1.25 % ROA < 1.5 %, the data shows that Malaysia and Indonesia are not yet in the healthy category. The return on equity (ROE) in Indonesia is 11.7 % and in Malaysia, it is 10.61 %, ROE is said to be healthy if it reaches 12.5 % to 20 %, but these data show that Indonesia and Malaysia are not the healthy categories.

Researchers have examined the effect of corporate governance of the performance of IBs as measured by ROA and ROE (Ben Abdallah dan Bahloul 2021) and found that there is a positive influence, and also the board of directors is responsible to shareholders and helps managers to increase the profitability of the Bank (Vu, Phan, dan Le 2018). But on the contrary, (Buallay 2019) revealed that Corporate Governance does a negatif relationship with performance, and also research conducted in Malaysia Corporate Governance does not have a

positive relationship with performance (ROA). Other researchers have also examined the effect of corporate governance on the financing performance of IBs as measured by NPF revealed that the number of points that include Corporate Governance will cause the effect of NPF to be insignificant. Recently several studies have examined the effect of Islamic corporate governance (DPS) on ROA and ROE (Ben Abdallah dan Bahloul 2021; Buallay 2019), DPS has a role to protect the interests of shareholders which will affect performance. Islamic corporate governance (DPS) is very influential in the performance of IBs and another reason is that most customers prefer IBs because they are following Shari'a provisions (Nomran dan Haron 2020).

Likewise, corporate governance greatly affects the performance of IBs. (Khalil dan Boulila Taktak 2020). This is also in line with researchers (Bezawada dan Adaelli 2020) who revealed that the poor performance of banks was caused by poor corporate governance owned by the bank. However, until now there has been no research examining the impact of DPS on NPF, even though IBs' compliance with Sharia law guided and guaranteed by DPS is a key success factor for IBs. Based on the problems that have been stated, this study has specific objectives, first to examine Islamic governance as proxied by the size of the DPS, female DPS, and DPS expertise. The second examines corporate governance as a proxy for the size of the board of directors, the female board of directors, and the expertise of the board of directors. Third, the performance of IBs is proxied by ROA, ROE, and NPF,

This research adopts and develops studies (Ben Abdallah & Bahloul, 2021), namely, First to develop a proxy for corporate governance variables, namely the proportion of female board of directors and the expertise of the board of directors. Women directors are directors whose duties are to help create company goals, maintain good relations with clients or customers, and when viewed from the point of view of moral principles, women are more communal and have better ethics. (Farida 2019; Hyun dkk. 2016; Kılıç dan Kuzey 2016; Smaoui, Salah, dan Diallo 2020). The expertise of the board of directors is very much needed to improve the financial performance of Islamic commercial banks "influence of the characteristics of the board of directors on the financial performance of non-financial companies listed on the indonesia stock exchange.". Second, add performance variables, namely NPF, ROA, and NPF. Thus, the specification of the model built in this study is more comprehensive so that it can provide a broader explanation.

The board of directors is the head of the company who is elected by the shareholders through a meeting General Shareholders (RUPS) to represent the interests of shareholders in managing the company Board size or the size of the board of directors is the number of boards of directors in the company, the more boards in the company will provide a form of supervision of the company's performance. Then the board of directors has a positive effect on performance (Pradnyana, Putra, dan Santosa 2021) This is in line with research (Mohammed 2020), which stated that the board of directors has a positive effect on financial performance. Because the board of directors is an important factor in achieving certain goals, namely creating good performance. The board of directors has a positive effect on financial performance (Khan dan Zahid 2020) & (Mohd 2020).

## **RESEARCH METHOD**

This study uses quantitative data from secondary sources obtained from the annual reports of Islamic banks in Indonesia and Malaysia for the period 2015 to 2020. The population of this study is all Islamic Commercial Banks in Indonesia and Malaysia. Sampling

in this study uses purposive sampling. Meanwhile, the sample criteria used in this study are: (1) Publishing Annual Reports from 2015 to 2020 at Bank Negara Indonesia and Malaysia, respectively. (2) The published annual report includes financial reports for the period 2015 to 2020; (3) Annual reports and financial reports have data and information that allows obtaining values for all analyzed variables. Based on data collection following the criteria obtained 11 Islamic State Banks in Indonesia and 7 Islamic Banks in Malaysia meet the sample criteria. In this study examine the direct influence of corporate governance and sharia supervisory board by using panel data regression analysis method the Eviews 12.

Table 1.  
Name, Code and Determine Variable Value

Code	Variable	Operation	Reference
BD_Size	Board of Directors Size	$\Sigma$ Board Of Director,	Khan & Zahid (2020)
BD_Fml	Board of Director Female	$\Sigma$ Board Of Director Female,	(Ciftci et al., 2019)
BD_Exp	Board of Director Expertise	$\Sigma$ Proportion Board of Dierctor members who have expertise in accounting, finance and economics	Hakimi et al. (2018)
SSB_Size	Shariah Supervisory Board	$\Sigma$ Sharia Supervisory Board	Khalil & Boulila Taktak, (2020)
SSB_Fml	Shariah Supervisory Board Female	$\Sigma$ Shariah Supervisory Board Female	Ain et al., (2021)
SSB_Exp	Shariah Supervisory Board Expertise	$\Sigma$ Proportion Sharia Supervisory Board members who have expertise in accounting, finance and economics	Hakimi et al., (2018)
NPF,	<i>Non-Performing Financing</i>	$\frac{\text{Non Performing financing Finance Amount}}{\text{Finance Amount}} \times 100\%$	(Nugraheni dan Muhammad 2019)
ROA	<i>Return On Asset</i>	$\frac{\text{Profit before tax}}{\text{Asset Amount}} \times 100\%$	Khalil & Boulila Taktak, (2020)
ROE	<i>Return On Equity</i>	$\frac{\text{Profit after tax}}{\text{Owner's Equity}} \times 100\%$	(Nomran dan Haron 2020)

Where:

$\Sigma$  : Amount

BD\_Size : Amount board of director

BD\_Fml : Amount BD\_Fml divided by BD\_Size

BD\_Exp : Amount board of BD\_Exp divided by BD\_Size

SSB\_Size : Amount of SSB\_Size

SSB\_Fml : Amount of SSB\_Fml divided by SSB\_Size

SSB\_Exp : Amount of SSB\_Exp divided by SSB\_Size

The data analysis method for the second objective is using panel data regression using the following equation:

$$ROA_{it} = \beta_0 + \beta_1 BD\_Size_{it} + \beta_2 BD\_Fml_{it} + \beta_3 BD\_Exp_{it} + \beta_4 SSB\_Size_{it} + \beta_5 SSB\_Fml_{it} + \beta_6 SSB\_Exp_{it} + \varepsilon_{1it} \dots \dots \dots (1)$$

$$ROE_{it} = \beta_0 + \beta_1 BD\_Size_{it} + \beta_2 BD\_Fml_{it} + \beta_3 BD\_Exp_{it} + \beta_4 SSB\_Size_{it} + \beta_5 SSB\_Fml_{it} + \beta_6 SSB\_Exp_{it} + \varepsilon_{1it} \dots \dots \dots (2)$$

$$NPF_{it} = \beta_0 + \beta_1 BD\_Size_{it} + \beta_2 BD\_Fml_{it} + \beta_3 BD\_Exp_{it} + \beta_4 SSB\_Size_{it} + \beta_5 SSB\_Fml_{it} + \beta_6 SSB\_Exp_{it} + \varepsilon_{1it} \dots \dots \dots (3)$$

Where i go from bank 1 to bank 18 and t takes the values of the years from 2015-2020. b parameters are estimated coefficients for each of the explanatory variables. BD\_Size<sub>it</sub> is the BD\_Size of islamic banks, BD\_Fml<sub>it</sub> is the BD\_Fml of islamic banks, BD\_Exp<sub>it</sub> is the BD\_Exp of islamic banks, SSB\_Size<sub>it</sub> is the SSB\_Size of islamic banks, SSB\_Fml<sub>it</sub> is the SSB\_Fml of islamic banks, SSB\_Exp<sub>it</sub> is the SSB\_Exp of islamic banks, and then ε<sub>1it</sub> is the error term, while bank performance is measured such as ROA<sub>it</sub>, ROE<sub>it</sub>, NPF<sub>it</sub>.

**RESULT AND DISCUSSION**

The results section shows descriptive statistics of the different test analyses and the of panel data regression, and their feasibility. Furthermore, in the discussion section, the interpretation of the results of data analysis is presented by referring to relevant theories and previous studies.

Table 2.  
Statistic Descriptif

Information	Mean	Std. Dev.	Maximum	Minimum	Obsv
NPF	0.0230	0.0170	0.0790	0.002	108
ROA	0.0180	0.0220	0.1360	0.000	108
ROE	0.1126	2.2164	0.5864	0.002	108
BD_Size	5.8240	2.2164	11.000	3.000	108
BD_Fml	0.2280	0.3530	1.0000	0.000	108
BD_Exp	0.4509	0.3530	1.0000	0.000	108
SSB_Size	3.2685	1.6320	9.0000	1.000	108
SSB_Fml	0.1443	0.3645	2.0000	0.000	108
SSB_Exp	0.7214	0.3184	1.0000	0.000	108

The descriptive statistics in Table 2 are the overall result of the data, 18 banks over six years, or 108 bank-year observations. Based on the table above, the mean NPF is 0.0230 % with a stand deviation is 0.0165 %, the maximum NPF is 0.0785 %, and the minimum value is 0.0020%. The mean ROA is 0.0175 % with a standard deviation of 0.0224%, the maximum value of ROA is 0.13 %, and the minimum value is 0.0002 %. The mean (ROA)Return on Equity is 0.1126 % with a stand deviation is 0.0927 %, a Maximum value of ROE0.5864 %, and a minimum value is 0.0002%. Mean BD\_Size 5.8240 or close to 6 people with a standard deviation of 2.2164 or almost 3 people. Maximum BDS11people, and a minimum of 3 people. Mean BD\_Fm 0.2280 % with standard deviation 0.2624 %. The maximum value of FMD1,000%, while the minimum value is 0.00 % Mean BD\_Exp 0.4509 % with a standard deviation of 0.3530%. The maximum value is BD\_Exp 1,000 %, and the minimum value of BD\_Exp 0.000%. Mean SSB\_Size 3.2685 % with standard deviation1,632%. Maximum value SSB\_Size 9,000 %, while the minimum value is 1,000 %. Mean SSB\_Fml0.1443% with standard deviation0.3645%. The maximum value SSB\_Fml is 2.000 %, while the minimum

value is 0.000 %. Mean SSB\_Exp 0.7214 % with standard deviation 0.3184 %. The maximum value SSB\_Exp is 1.000 %, while the minimum value is 0.000 %. Furthermore, panel data regression consists of three analysis models, namely Fixed Effect Model (FEM), Random Effect Model (REM), and Common Effect Model (CEM). The following are the results of the model suitability test which are shown in Table 3 below.

Table 3.  
Model Fit Test

Description	Probability value			type
	Chow Test	Hausman Test	LM Test	
<b>Variabel Dependen:</b>				
<i>Non Performing Financing (NPF)</i>	0.0000	1.0000	0.0000	REM
<i>Return On Asset (ROA)</i>	0.0000	0.9966	0.0000	REM
<i>Return On Equity (ROE)</i>	0.0000	0.9709	0.0000	REM

Based on the model suitability test that has been carried out, it is concluded that the best panel data regression analysis technique used in this study is the Random Effect Model (REM). The requirement for testing with the REM model is that the data must pass the multicollinearity test. Table 4 presents the results of the multicollinearity test.

Table 4.  
Multicollinearity Test

	BD_Size	BD_Fml	BD_Exp	SSB_Size	SSB_Fml	SSB_Exp
BD_Size	1					
BD_Fml	-0.039584	1				
BD_Exp	0.242928	-0.042854	1			
SSB_Size	0.485799	-0.114142	0.238379	1		
SSB_Fml	0.045085	-0.163908	0.324528	0.518830	1	-
SSB_Exp	0.245320	-0.052109	0.282962	-0.102252	-0.229002	1

Based on table 4 above, shows that the correlation between the independent variables has a coefficient value below 0.850. So it can be concluded that the data does not occur multicollinearity. Thus, the research can be continued because the results of the analysis are feasible to be interpreted and applied.

Table 5.  
Heterokedasticity Test

Heteroskedasticity Test: Harvey

Null Hypotesis: Homoskedasticity

F-statistic jj	1.301733	Prob. ,F(6,101)	0.2633
Obs* R-squared	7.752227	Prob. ChiSquare(6)	0.2568
Scaled explained SS	6.183237	Prob. Chi-Square(6)	0.4030

The heteroscedasticity test is expected to be the influence of the independent variable is not significant to the residual. The criterion is if prob > 0.05 then H0 is accepted. The results

of the Harvey test show that the F-statistical probability value is greater than the alpha value (0.05), which is 0.2568, which means that there is no heteroscedasticity problem in the research data.

### Discussion

Analysis of the effect of DPS and CG as proxied by the variables of the board of directors, female board of directors, board of directors expertise, size of sharia supervisory board, female sharia supervisory board, and expertise of sharia supervisory board on financing performance (NPF) and financial performance (ROA and ROE) in the country Indonesia which is called model 1, the country of Malaysia which is mentioned in model 2. Furthermore, model 3 is the result of an analysis of the combination of two countries, namely Indonesia and Malaysia.

Table 6.  
Analysis Summary Result

Independent variable	Type 1		Type 2		Type 3	
	Coeff.	Probability	Coeff.	Probability	Coeff.	Probability
Dependent Variable NPF						
BD_Size	0.1470	0.3175	0.0021	0.0000***	0.0003	0.6055
BD_Fml	-0.3393	0.0942	-0.0246	0.0000***	0.0026	0.5529
BD_Exp	0.0344	0.7902	-0.0090	0.0000***	0.1321	0.0478**
SSB_Size	1.0265	0.0244**	0.0002	0.2126	0.0004	0.6549
SSB_Fml	-1.4543	0.1197	0.0059	0.0000***	0.0077	0.0994
SSB_Exp	-0.9051	0.0025***	-0.0111	0.0000***	0.0005	0.8884
Dependent variable ROA						
BD_Size	0.1814	0.2465	-0.0001	0.9049	0.0005	0.1848
BD_Fml	0.3783	0.2773	0.0128	0.0000***	0.0113	0.0932
BD_Exp	-0.3321	0.0291**	0.0039	0.0221***	-0.0074	0.2329
SSB_Size	0.4656	0.3662	-0.0003	0.1500	0.0002	0.7268
SSB_Fml	-0.8980	0.4016	-0.0009	0.3600	-0.0020	0.2010
SSB_Exp	0.9461	0.0075***	0.0034	0.0135***	0.0120	0.0073***
Dependent variable ROE						
BD_Size	0.8349	0.4394	-0.0037	0.2201	0.0053	0.2715
BD_Fml	1.2454	0.5125	0.2016	0.0000***	0.0497	0.2165
BD_Exp	-1.5084	0.1357	0.0160	0.4802	0.0344	0.5266
SSB_Size	13.7524	0.1081	0.0041	0.2144	0.0284	0.3704
SSB_Fml	-0.7342	0.9166	-0.0338	0.0228**	0.0319	0.4040
SSB_Exp	7.4648	0.0016***	0.0398	0.0333**	0.0361	0.0325**

Based on the results of the analysis above, it is known that type 1 is the result of Indonesia and type 2 is the result of Malaysia. From these results, the differences in the performance of the countries of Indonesia and Malaysia. First, In Indonesia the size of BD\_Size is so large when viewed based on the average in the financial statements, with such a large size, the board of directors will always consider a lot of decisions in providing financing which causes decisions to be ineffective and efficient, in contrast to Malaysia, the size of BD\_Size is small and having experience in the field will reduce NPF. Second, In Indonesia, a small BD\_Fml size can improve performance, because according to previous

researchers, women are more careful in making decisions, especially in providing financing, and women are also more likely to avoid large risks that occur, so that performance will decrease, while in Malaysia the large BD\_Fml size will improve performance, with the large size of BD\_Fml it will be more careful in providing financing.

The size of the board of directors has a positive and significant effect on Non-Performing Financing (NPF) for model 2. However, this effect is not significant in models 1 and 3, this is because a high number of boards of directors does not guarantee management effectiveness, this is in line with agency theory. that is, a large board of directors will work inefficiently and effectively due to poor coordination and long-winded decision making. While the female board of directors in model 2 has a significant effect on NPF. This is in line with research conducted by Darmadi (2011). While in models 1 and 3 there is no significant effect, in line with research (Teg-Teg 2013).

The influence of the female board of directors (BD\_Fml) on the performance of Islamic banks can be stated as follows: First, the results of the analysis show that BD\_Fml has a significant negative effect on NFP, this result is only for the Malaysian context; Second, the results of the analysis show that BD\_Fml has a positive and significant effect on ROA and ROE, for the Malaysian context. Thus, the presence of more female directors on the board of directors can improve the performance of Islamic banks in Malaysia.

The effect of the expertise of the board of directors (BD\_Exp) on the performance of Islamic banks can be stated as follows: First, the results of the analysis show that BD\_Exp has an important contribution to improving the performance of Islamic banks in Malaysia, namely reducing NPF and increasing ROA, while the effect of BD\_Exp on ROE is not significant. Second, for the Indonesian context, the presence of a larger BD\_Exp can reduce the performance of Islamic banks as indicated by a decrease in ROA; Third, for the context of Indonesia and Malaysia, the presence of a larger BD\_Exp can reduce the performance of Islamic banks as indicated by the increase in NPF.

## **Conclusion**

1. Board of directors size the significant positif the effect on Non-Performing Financing (NPF) for model 2. While in models 1 and 3, the size of the board of directors does not affect NPF. A high number of boards of directors does not guarantee management effectiveness because a large board of directors will work inefficiently and effectively due to poor coordination and inappropriate decision-making.
2. The size of the female board of directors in model 2 has a significant effect on the performance of Islamic banks, this is because women tend to be more thorough in analyzing and have different problem-solving strategies than men. Whereas in models 1 and 3 the female board of directors does not affect the performance of Islamic banks, the presence of women will be more selective and very considerate in making a decision, such as the decision making of Islamic bank financing will be more selective, so that there will be less financing, thus cause profitability to decrease.
3. Board of director expertise is significant theeffect on models 1, 2, and 3. On the performance of Islamic banks. The large size of the board of directors indicates that Islamic Commercial Banks have directors with diverse backgrounds and experiences. So expertise in the board of directors is needed to improve the financial performance of Islamic banks.
4. The size of the sharia supervisory board in model 1 has a significant effect on performance. This is because the size of the sharia supervisory board can minimize risk and maximize

- the profitability of Islamic banks. While in models 2 and 3 the size of the sharia supervisory board has no significant effect on the performance of Islamic banks.
5. The female sharia supervisory board in model 2 has a significant effect because the presence of a female sharia supervisory board will increase the positive influence on sharia compliance so that banking performance will increase, and there is a positive influence between the female sharia supervisory board on banking performance because it has a high sensitivity to the interests of others and also better understand. Meanwhile, models 1 and 3 do not affect the performance of Islamic banks.
  6. The expertise of the sharia supervisory board in models 1, 2, and 3 has a significant effect on performance (ROA and ROE), but the expertise of the sharia supervisory board in models 1 and 2 has a significant effect on NPF. This means that the higher the level of DPS expertise, the higher the profitability of Islamic banks.
  7. This study has limitations including the sample research conducted in only 2 countries, namely Indonesia and Malaysia in Islamic banks. It would be better if other samples were added or added to other countries with Islamic banks. So that the research results will be better. And also the research variables used in the Islamic Corporate governance and corporate governance are the size of the sharia supervisory board, the female sharia supervisory board, the expertise of the sharia supervisory board, the size of the board of directors, the female board of directors, and the expertise of the board of directors. For further research, it is expected to add new variables such as foreign graduate graduates, and exclusive positions.

#### BIBLIOGRAPHY

- Ben Abdallah, Mariem, dan Slah Bahloul. 2021. "Disclosure, Shariah Governance and Financial Performance in Islamic Banks." *Asian Journal of Economics and Banking* 5 (3): 234–54. <https://doi.org/10.1108/AJEB-03-2021-0038>.
- Bezawada, Brahmaiah, dan Sager Reddy Adaelli. 2020. "CORPORATE GOVERNANCE, BOARD CHARACTERISTICS AND PERFORMANCE OF INDIAN BANKS: AN EMPIRICAL STUDY." *International Journal of Economics and Financial Issues* 10 (3): 83–87. <https://doi.org/10.32479/ijefi.9536>.
- Buallay, Amina. 2019. "Corporate Governance, Sharia'ah Governance and Performance: A Cross-Country Comparison in MENA Region." *International Journal of Islamic and Middle Eastern Finance and Management* 12 (2): 216–35. <https://doi.org/10.1108/IMEFM-07-2017-0172>.
- Farida, Dessy Noor. 2019. "Pengaruh Diversitas Gender Terhadap Pengungkapan Sustainability Development Goals." *Jurnal Akuntansi Indonesia* 8 (2): 89–107.
- Hyun, Eunjung, Daegyung Yang, Hojin Jung, dan Kihoon Hong. 2016. "Women on boards and corporate social responsibility." *Sustainability* 8 (4): 300.
- Khalil, Afef, dan Neila Boulila Taktak. 2020. "The Impact of the Shariah Board's Characteristics on the Financial Soundness of Islamic Banks." *Journal of Islamic Accounting and Business Research* 11 (9): 1807–25. <https://doi.org/10.1108/JIABR-08-2018-0127>.

- Khan, Imran, dan Syeda Nitasha Zahid. 2020. "The Impact of Shari'ah and Corporate Governance on Islamic Banks Performance: Evidence from Asia." *International Journal of Islamic and Middle Eastern Finance and Management* 13 (3): 483-501. <https://doi.org/10.1108/IMEFM-01-2019-0003>.
- Kılıç, Merve, dan Cemil Kuzey. 2016. "The effect of board gender diversity on firm performance: evidence from Turkey." *Gender in management: An international journal*.
- Mohammed, Halima Dahiru. 2020. "Corporate Governance and Financial Performance of Quoted Companies in Nigeria." *European Journal of Business and Management* 12 (6): 31-40.
- Mohd, Ghazali Nazli Anum. 2020. "Governance and ownership in Malaysia: their impacts on corporate performance." *Asian Journal of Accounting Research* 5 (2): 285-98. <https://doi.org/10.1108/AJAR-03-2020-0017>.
- Nomran, Naji Mansour, dan Razali Haron. 2020. "Shari'ah Supervisory Board's Size Impact on Performance in the Islamic Banking Industry: An Empirical Investigation of the Optimal Board Size across Jurisdictions." *Journal of Islamic Accounting and Business Research* 11 (1): 110-29. <https://doi.org/10.1108/IIABR-05-2017-0070>.
- Nugraheni, Peni, dan Rifqi Muhammad. 2019. "Board of directors and credit risk: An empirical study of Indonesian Islamic banks." *Jurnal Keuangan dan Perbankan* 23 (4): 503-13.
- Pradnyana, I. Putu Rai, I. Gede Cahyadi Putra, dan Made Edy Septian Santosa. 2021. "PENGARUH GOOD CORPORATE GOVERNANCE DAN UKURAN PERUSAHAAN TERHADAP KINERJA KEUANGAN PERUSAHAAN PERBANKAN YANG TERDAFTAR DI BURSA EFEK INDONESIA." *Kumpulan Hasil Riset Mahasiswa Akuntansi (KHARISMA)* 3 (2): 331-40.
- Ben Abdallah, Mariem, dan Slah Bahloul. 2021. "Disclosure, Shariah Governance and Financial Performance in Islamic Banks." *Asian Journal of Economics and Banking* 5 (3): 234-54. <https://doi.org/10.1108/AJEB-03-2021-0038>.
- Bezawada, Brahmaiah, dan Sager Reddy Adaelli. 2020. "CORPORATE GOVERNANCE, BOARD CHARACTERISTICS AND PERFORMANCE OF INDIAN BANKS: AN EMPIRICAL STUDY." *International Journal of Economics and Financial Issues* 10 (3): 83-87. <https://doi.org/10.32479/ijefi.9536>.
- Buallay, Amina. 2019. "Corporate Governance, Sharia'ah Governance and Performance: A Cross-Country Comparison in MENA Region." *International Journal of Islamic and Middle Eastern Finance and Management* 12 (2): 216-35. <https://doi.org/10.1108/IMEFM-07-2017-0172>.

- Farida, Dessy Noor. 2019. "Pengaruh Diversitas Gender Terhadap Pengungkapan Sustainability Development Goals." *Jurnal Akuntansi Indonesia* 8 (2): 89–107.
- Hyun, Eunjung, Daegyung Yang, Hojin Jung, dan Kihoon Hong. 2016. "Women on boards and corporate social responsibility." *Sustainability* 8 (4): 300.
- Khalil, Afef, dan Neila Boulila Taktak. 2020. "The Impact of the Shariah Board's Characteristics on the Financial Soundness of Islamic Banks." *Journal of Islamic Accounting and Business Research* 11 (9): 1807–25. <https://doi.org/10.1108/JIABR-08-2018-0127>.
- Khan, Imran, dan Syeda Nitasha Zahid. 2020. "The Impact of Shari'ah and Corporate Governance on Islamic Banks Performance: Evidence from Asia." *International Journal of Islamic and Middle Eastern Finance and Management* 13 (3): 483–501. <https://doi.org/10.1108/IMEFM-01-2019-0003>.
- Kılıç, Merve, dan Cemil Kuzey. 2016. "The effect of board gender diversity on firm performance: evidence from Turkey." *Gender in management: An international journal*.
- Mohammed, Halima Dahiru. 2020. "Corporate Governance and Financial Performance of Quoted Companies in Nigeria." *European Journal of Business and Management* 12 (6): 31–40.
- Mohd, Ghazali Nazli Anum. 2020. "Governance and ownership in Malaysia: their impacts on corporate performance." *Asian Journal of Accounting Research* 5 (2): 285–98. <https://doi.org/10.1108/AJAR-03-2020-0017>.
- Nomran, Naji Mansour, dan Razali Haron. 2020. "Shari'ah Supervisory Board's Size Impact on Performance in the Islamic Banking Industry: An Empirical Investigation of the Optimal Board Size across Jurisdictions." *Journal of Islamic Accounting and Business Research* 11 (1): 110–29. <https://doi.org/10.1108/JIABR-05-2017-0070>.
- Nugraheni, Peni, dan Rifqi Muhammad. 2019. "Board of directors and credit risk: An empirical study of Indonesian Islamic banks." *Jurnal Keuangan dan Perbankan* 23 (4): 503–13.
- Pradnyana, I. Putu Rai, I. Gede Cahyadi Putra, dan Made Edy Septian Santosa. 2021. "PENGARUH GOOD CORPORATE GOVERNANCE DAN UKURAN PERUSAHAAN TERHADAP KINERJA KEUANGAN PERUSAHAAN PERBANKAN YANG TERDAFTAR DI BURSA EFEK INDONESIA." *Kumpulan Hasil Riset Mahasiswa Akuntansi (KHARISMA)* 3 (2): 331–40.
- Smaoui, Houcem, Ines Ben Salah, dan Boubacar Diallo. 2020. "The Determinants of Capital Ratios in Islamic Banking." *The Quarterly Review of Economics and Finance* 77 (Agustus): 186–94. <https://doi.org/10.1016/j.qref.2019.11.002>.

- Teg-Teg, I. 2013. "Anlisis Gender Deversity Dan Remunerasi Direksi Terhadap Kinerja Perusahaan." PhD Thesis, Universitas Mercu Buana.
- Vu, Manh-Chien, Thanh Tu Phan, dan Nhu Tuyen Le. 2018. "Relationship between Board Ownership Structure and Firm Financial Performance in Transitional Economy: The Case of Vietnam." *Research in International Business and Finance* 45 (Oktober): 512-28. <https://doi.org/10.1016/j.ribaf.2017.09.002>.
- Teg-Teg, I. 2013. "Anlisis Gender Deversity Dan Remunerasi Direksi Terhadap Kinerja Perusahaan." PhD Thesis, Universitas Mercu Buana.
- Vu, Manh-Chien, Thanh Tu Phan, dan Nhu Tuyen Le. 2018. "Relationship between Board Ownership Structure and Firm Financial Performance in Transitional Economy: The Case of Vietnam." *Research in International Business and Finance* 45 (Oktober): 512-28. <https://doi.org/10.1016/j.ribaf.2017.09.002>.