

Make Your Publications Visible.

A Service of



Leibniz-Informationszentrum Wirtschaft Leibniz Information Centre

Mukhibad, Hasan; Jayanto, Prabowo Yudo; Suryarini, Trisni; Hapsoro, Bayu Bagas

#### **Article**

Corporate governance and Islamic bank accountability based on disclosure—a study on Islamic banks in Indonesia

Cogent Business & Management

#### **Provided in Cooperation with:**

**Taylor & Francis Group** 

Suggested Citation: Mukhibad, Hasan; Jayanto, Prabowo Yudo; Suryarini, Trisni; Hapsoro, Bayu Bagas (2022): Corporate governance and Islamic bank accountability based on disclosure—a study on Islamic banks in Indonesia, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 9, Iss. 1, pp. 1-19, https://doi.org/10.1080/23311975.2022.2080151

This Version is available at: https://hdl.handle.net/10419/288838

#### Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.



https://creativecommons.org/licenses/by/4.0/

#### Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.





### **Cogent Business & Management**



ISSN: (Print) (Online) Journal homepage: www.tandfonline.com/journals/oabm20

# Corporate governance and Islamic bank accountability based on disclosure—a study on Islamic banks in Indonesia

Hasan Mukhibad, Prabowo Yudo Jayanto, Trisni Suryarini & Bayu Bagas Hapsoro

**To cite this article:** Hasan Mukhibad, Prabowo Yudo Jayanto, Trisni Suryarini & Bayu Bagas Hapsoro (2022) Corporate governance and Islamic bank accountability based on disclosure—a study on Islamic banks in Indonesia, Cogent Business & Management, 9:1, 2080151, DOI: 10.1080/23311975.2022.2080151

To link to this article: <a href="https://doi.org/10.1080/23311975.2022.2080151">https://doi.org/10.1080/23311975.2022.2080151</a>

9	© 2022 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.
	Published online: 31 May 2022.
	Submit your article to this journal 🗗
hh	Article views: 3281
Q	View related articles 🗹
CrossMark	View Crossmark data 🗗
4	Citing articles: 7 View citing articles 🗹







Received: 28 October 2021 Accepted: 07 May 2022

\*Corresponding author: Hasan Mukhibad, Accounting Department, Economics Faculty, Universitas Negeri Semarang, Indonesia, Postal Code 50229

E-mail: hasanmukhibad@mail.unnes.

Reviewing editor: David McMillan, University of Stirling, UK

Additional information is available at the end of the article

#### **BANKING & FINANCE | RESEARCH ARTICLE**

## Corporate governance and Islamic bank accountability based on disclosure—a study on Islamic banks in Indonesia

Hasan Mukhibad<sup>1</sup>\*, Prabowo Yudo Jayanto<sup>1</sup>, Trisni Suryarini<sup>1</sup> and Bayu Bagas Hapsoro<sup>1</sup>

Abstract: Shariah principles used as the primary basis for bank operations emphasize information disclosure as manager accountability to stakeholders. This form of accountability can be presented by presenting broader information disclosure, i.e., the disclosure of information on social, finance, and shariah compliance performance. We expand the disclosure, which is not limited to the disclosure of Corporate Social Responsibility (CSR). This study aims to examine the effect of the Board of Directors (BOD) and Shariah Supervisory Board (SSB) on financial, social, and shariah disclosure. The sample of this study is Islamic commercial banks in Indonesia, totaling 14 banks with an observation period of 11 years (2010–2020). The content analysis measured disclosure data and further analyzed using the fixed effect or random effect and the generalized method of moments (GMM) to

#### **ABOUT THE AUTHORS**

Hasan Mukhibadis a lecturer and researcher at the Faculty of Economics Universitas Negeri Semarang, Semarang, Indonesia. He is an editor in chief of Jurnal Dinamika Akuntansi (a national accredited journal) and a reviewer in some international journals. His areas of interests are corporate governance, Islamic banking, and Finance as well. He can be contacted at email: hasanmukhibad@mail.unnes.ac.id.

Prabowo Yudo Jayanto is a lecturer and researcher at the Faculty of Economics Universitas Negeri Semarang, Semarang, Indonesia. His areas of interests are Islamic economics, taxation, and entrepreneurship. He can be contacted at email: yudho@mail.unnes. ac.id.

Trisni Suryarini is a lecturer and researcher at the Faculty of Economics Universitas Negeri Semarang, Semarang, Indonesia. She is editor in chief of Accounting Analysis Journal (a national accredited journal). Her areas of interests are taxation and accounting. He can be contacted at email: trisnisuryarini@mail.unnes.ac.id.

Bayu Bagas Hapsoro is a lecturer and researcher at the Faculty of Economics Universitas Negeri Semarang, Semarang, Indonesia. His areas of interests are management, digital business, and Islamic marketing. He can be contacted at email: bbhapsoro@mail. unnes.ac.id.

#### PUBLIC INTEREST STATEMENT

Islamic banks (IB) have different operating systems from conventional banks. Deposit products run by IB with a profit and loss sharing (PLS) system have the consequence of sharing profits between depositors and IBs. The potential risks faced by IB depositors are ideally accompanied by broader performance disclosures. This study is based on three pillars of disclosure: disclosure of financial performance, social performance, and shariah compliance. The study investigated the role of the board of directors (BOD)' attributes and the Shariah Supervisory Board (SSB)'s attributes on these three disclosures. The study found that BOD and SSB education in finance/accounting can improve disclosure. However, the number of SSBs can reduce disclosure. The BOD and SSB play a more significant role than others in increasing shariah disclosure regarding sub-disclosure. This study encourages regulators to encourage the effectiveness of BOD and SSB by increasing the number of members at a certain level and encouraging banks to choose BOD and SSB members who have an educational background in finance/accounting.









overcome the endogeneity problem. We found that BOD and SSB education in finance/accounting can improve disclosure. However, the number of SSBs can reduce disclosure. The BOD and SSB play a more significant role than others in increasing shariah disclosure regarding sub-disclosure. The implication of this study is the importance of financial/accounting expertise for a BOD and SSB that will impact performance effectiveness and subsequently reduce information asymmetry.

Subjects: Corporate Finance; Business, Management and Accounting; Accounting; Corporate Governance

Keywords: Islamic accountability; shariah disclosure; shariah board

#### 1. Introduction

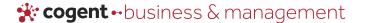
Islamic banks have different principles, operations, governance, and objectives (Aracil, 2019; Brown et al., 2007). These differences arise because Islamic banks use shariah, which must be obeyed in all their institutional operations. The spirit of shariah is the avoidance of interest, *gharar*, and *maysir* transactions and the creation of economic justice and the welfare of the entire community and its environment. Avoidance of interest transactions aims to create justice and distribution of wealth to reduce poverty (Aracil, 2019). Another Islamic spirit emphasized in Islam is managing the *amanah* (trust).

In complex business operations, there is a separation between the owner and the manager where the owner entrusts their assets to be managed by the manager. Islam views responsibility broadly regarding horizontal and vertical accountability (accountability to God). Accountability is in the form of disclosing all information needed to provide information to the *umma* (Islamic community) about the company's operations. Stakeholders have the right to know how organizations that are part of stakeholders affect their welfare (Maali et al., 2006).

One form of disclosure that has been widely studied is social performance disclosure. Islamic banks are encouraged to have greater social awareness than conventional banks are. There are many verses in the Qur'an relating to social and environmental concerns (Helfaya et al., 2016; Rizk, 2014). In Islam, there are concepts of hablummin Allah (relationship with God) and hablum minnas (relationship with humans) which translate into a Muslim must have good relations with Allah and good relations with people. Another concept is khalifah fil ard, which is that humans have a duty from Allah SWT to manage the universe (R. Rizk, 2014). This concept is that humans must utilize and maintain the planet for the common good. Based on this reason, Islamic banks should have higher social awareness than conventional banks (Aracil, 2019; Basah & Yusuf, 2013).

However, empirical evidence proves that Islamic banks have low social awareness and low social disclosure. From these findings, there are differences in the results of disclosure. However, all previous studies show that Islamic banks have social disclosures of 13.25% (Maali et al., 2006); 37.5% (Farook et al., 2011); 37.57% (Hassan & Harahap, 2010); 38% (El-Halaby & Hussainey, 2015); 32% (Aribi et al., 2019); 44.39% (Farag et al., 2014); 9,9% (Kamla & Rammal, 2013); and 27% (El-Halaby & Hussainey, 2016). In line with Farook et al. (2011), disclosures reported by banks describe the performance of Islamic banks. Disclosure in the annual report is an official bank report which is management accountability for the performance it has achieved to its stakeholders.

Besides being required to have social care, Islamic banks are also required to have good financial performance as business institutions. In evaluating this financial performance, previous studies have more emphasis on performance as financial ratios as conducted by Chowdhury and Rasid (2015), Mukhibad, Muthmainah et al. (2020), Basuony et al. (2014), Hamsyi (2019), Hakimi et al. (2018), Mollah et al. (2017), and Ghaffar (2014), and Cheema and Din (2013), and Beck et al. (2013), and



Sufian (2010). Accountability for financial performance as disclosure of financial performance has only been studied by Sherif et al. (2018), who have developed financial disclosures. The results of Sherif et al.'s (2018) study found that Islamic banks have financial performance disclosures of 86%, and financial performance has more important financial disclosures than social disclosures.

The third disclosure is shariah compliance. This disclosure is needed because Islamic banks are working under Islamic law. However, previous studies that discuss shariah compliance are more on the use of financial ratios such as non-halal income ratio (see Basiruddin & Ahmed, 2019) and profit-sharing ratio (see Hameed et al., 2004; Kuppusamy et al., 2010; Nurkhin et al., 2018). However, only Sherif et al. (2018) have developed shariah compliance disclosures and found that Islamic banks have 90% shariah disclosure.

Previous studies that examined social, financial, and shariah disclosures were only carried out by Sherif et al. (2018). However, Sherif et al. (2018) did not use SSB and BOD factors which are essential organs for monitoring bank performance and can reduce agency problems (AlShattarat & Atmeh, 2016). Sherif et al. (2018) used audit commitment and financial factors (size, liquidity, profitability) to explain the bank's financial, social, and shariah disclosures. Therefore, we completed the study of Sherif et al. (2018) by adding SSB and BOD variables.

SSB has a function to ensure that shariah institutions comply with shariah law, including compliance with information disclosure and bank social responsibility. Rahman and Bukair and Abdul-Rahman (2013) found that the combination of SSB as measured by the number, educational background, reputation, expertise, and cross membership positively influences CSR disclosure. That study is reinforced by Fitriyah et al. (2007), Almutairi and Quttainah (2017), Farag et al. (2014), and Mukhibad (2018), that found SSB size has a significant influence on CSR disclosure. The SSB has a vital role in overseeing the company's performance (Almutairi & Quttainah, 2017), including CSR performance (Farook et al., 2011). The study extends the previous studies by explaining the role of SSB in the disclosure of financial, social, and shariah disclosure.

Another organizational structure that has a role in improving disclosure performance is BOD. Harjoto and Jo (2011), Jizi et al. (2013), and Chen and Jaggi (2000), and (Garas & ElMassah, 2018) found that there was a positive relationship between independent BOD and the number of BOD members on disclosure. Independent board members can significantly influence disclosure levels by establishing and maintaining balance in the board's composition by increasing the board's level of effectiveness (Harjoto & Jo, 2011). The study extends the previous study by explaining the role of BOD on financial, shariah, and social disclosures.

The study has contributed to two things. The first is to expand disclosure which is not limited to disclosure of Corporate Social Responsibility (CSR). The study expanded the study of Islamic bank accountability by using financial, social, and shariah disclosure. Second, the study is essential to examine the role of BOD and SSB in increasing Islamic bank disclosure. In the structure of CG Islamic banks, BOD and SSB as the supervisors and act to reduce agency problems. Previous researchers have discussed the role of BOD and SSB in increasing CSR disclosure and have not discussed the role of BOD and SSB in increasing the shariah compliance disclosure. The shariah compliance bank operation is the primary responsibility of the SSB. More comprehensive disclosure can reduce information asymmetry.

This manuscript is presented in an essential part of interrelated. The first part describes the research background, including the development of the latest research on the accountability of Islamic banks and the limitations of previous research. Literature, conceptual framework, and hypothesis are presented in the second part. The third part explains the research method, including samples, variable measurements, and data analysis methods. The fourth part explains the results of the research and discussion. The final part explains the conclusion and recommendations for regulators and research limitations.



#### 2. Theoretical framework and hypothesis development

To build a research model, we use stakeholder theory.

#### 2.1. Stakeholders theory

Stakeholder theory is a theory of organizational management and business ethics that considers all stakeholders of an organization (Janamrung & Issarawornrawanich, 2015). Parties interested in the entity include employees, trade unions, contractors, suppliers, customers, creditors, affected communities, and governments (Ching & Gerab, 2017).

According to this theory, management as the manager of the company must be able to manage the company and ensure the fulfillment of the interests of all stakeholders. The owner has an interest in the profits earned. The debtor has an interest in the financing's sustainability provided by the company. Creditors have an interest in obtaining financing returns and returns on loans. Employees have an interest in receiving appropriate and fair salaries. The government is interested in the company's tax revenue, and the surrounding environment has an interest in sustainability and certainty that the company does not have a negative impact due to the company's operations. Based on Stewardship theory, the company must be able to serve all the interests of stakeholders. This means that stakeholder theory aims to create value for all stakeholders (Freeman et al., 2010).

Related to CSR performance, stakeholder theory predicts the level of social disclosure (Parmar et al., 2010). Even Parmar et al. (2010) revealed that stakeholder theory could predict the level of CSR disclosure. Factors that influence social disclosure are the needs of stakeholders (Campbell et al., 2006), investor needs and management emphasis, and market complexity (Boesso & Kumar, 2007).

#### 2.2. Conceptual framework and hypothesis development

Based on the previous explanation, it can be concluded that there are differences between shariah entities and conventional entities in CSR activities. The involvement of conventional entities in CSR activities is more due to the entity's compliance with the law. Meanwhile, for shariah entities, CSR activities are a religious obligation. In line with the concept of *khilafah* and worship, humans were created, tasked to worship God, and manage the planet to meet the needs of all creatures in line with the command to earn a living for themselves and their families. The concept of *khilafah* means that humans have the mandate to prosper themselves and others (Aribi et al., 2011; Bukair & Abdul-Rahman, 2013). Thus, for shariah entities, CSR and commercial activities are obligations and worship, both for individual employees and collectively for the company.

Based on institutional theory, the company is a collection of systems with the same interest. This system, including the company management system, will impact the corporate management model and subsequently influence the company's output (performance, including social performance). The entity management model will influence the company's level of concern for social and commercial performances.

In addition, referring to the stakeholder theory, the company has a responsibility to disclose its performance to all stakeholders, and this disclosure is information on the company's management. Furthermore, relying on stakeholder theory, social activities can also reduce risk (Nguyen & Nguyen, 2015). Based on pecking order theory, companies with high leverage have a high risk.

#### 2.3. Hypothesis development

The main factor that can improve bank performance is corporate governance (CG). Implementing CG will improve the financial (Hafez, 2015; Mollah & Zaman, 2015) and social performances of the bank (Farook et al., 2011; Jamali et al., 2008; Jizi et al., 2014). The positive relationship between board size and company performance is assumed that the BOD has the function of supervising and consulting services for directors (Ben Abdallah & Bahloul, 2021). Under agency theory, BOD is



needed to provide behavioral control so that managers meet the interests of all stakeholders (Kalsie & Shrivastav, 2016). Therefore, Islamic banks with many BOD members impact improvements in supervision and consultation.

Agency theory argues that BOD is a representative of shareholders and stakeholders to monitor performance and control the activities of managers (Kalsie & Shrivastav, 2016). Numerous BOD causes more effective supervision than a few directors. The number of directors will have a positive impact on company performance (Hakimi et al., 2018; Kalsie & Shrivastav, 2016), improve efficiency (Tanna et al., 2011), reduce risk-taking (Huang & Wang, 2015), and increase disclosure (Esa et al., 2012; Sadou et al., 2017).

Having many BOD members is associated with diversity in abilities, expertise, and backgrounds (Abeysekera, 2010), whereas a bank with many BOD members can elect members with different backgrounds. In carrying out their duties adequately, BOD requires various skills (Volonté & Gantenbein, 2016). Based on the agency theory that BOD has a function as a representative of stakeholders and supervisory managers of bank policies, the following hypothesis can be developed:

H1: The number of BOD members positively influences disclosure (financial, social, and shariah).

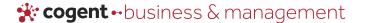
Another indicator of measuring CG is the independent BOD. The company owner elects the BOD at the General Meeting of Shareholders (GMS). All owners have voting rights to elect candidates for BOD. This scheme allows the majority owner to dominate the election of BOD. The impact is that the BOD comes from the majority owner. This condition causes the BOD's function as a solution to information asymmetry not to work well because information asymmetry can occur between majority and minority owners. This condition relies on independent BOD who can solve these problems.

Stakeholder theory assumes that the company's goal is to fulfill all stakeholders' interests (including majority and minority owners). Independent BOD is needed to control management performance to accommodate minority owners and other stakeholders, such as the public, through social and environmental concerns. Harjoto and Jo (2011) have empirically proven that the independent BOD influences CSR. Furthermore, Jizi et al. (2013), Chen and Jaggi (2000), Cullinan et al. (2016), and Sadou et al. (2017) found there was a positive relationship between independent BOD and the number of BOD on CSR disclosure. Independent BOD has a role in supervising the performance of management (Ahmed et al., 2006; Cheng & Courtenay, 2006; John & Senbet, 1998). Therefore, a large ratio of independent BOD impacts the effectiveness of supervision.

H2: Independent BOD has a positive influence on disclosure (financial, social, and shariah).

Agency theory argues that the BOD represents stakeholders carrying out supervision and consulting on manager policies. To carry out this function, BOD requires adequate expertise, experience, and skills related to the company's operations. One of the essential media for forming skills is education. Grace et al. (1995) argue that education is a unique measure for determining the level of professionalism. In addition, D'Amato and Gallo (2019) found that an education degree is considered a proxy for knowledge basis or intelligence and readiness to process complex information, respond to change, and innovate. Trinh et al. (2020), Mollah et al. (2021), and Malik et al. (2021) found that boards with superior financial expertise improve bank performance and bank financial stability. With this background, we can predict that an education with a financial/accounting background will provide the board with expertise in supervising managers' reports.

H3: BOD education in finance/accounting has a positive influence on disclosure (financial, social, and shariah).



Differences in principles, operations, and objectives between shariah and conventional banks require a different CG structure, i.e., SSB. SSB is a unique organ in Islamic banking. The complexity of operations causes Islamic banks to require additional supervision, such as from SSB (Alam et al., 2020; Farag et al., 2018; Najwa et al., 2019). Hussain and Al-Ajmi (2012) argue that Islamic banks with different product characteristics from conventional banks need additional supervisors from the SSB. Thus, SSB has duties in oversight and being a consultant for other boards (Bukair & Abdul-Rahman, 2013). Supervision of the SSB is needed to ensure that Islamic banks are in line with the shariah.

Shariah compliance is also related to information disclosure on the bank performance (Mukhibad et al., 2020). Islamic banks are built based on monotheism, where all humans are required to have accountability (Maali et al., 2006). Likewise, the community (as *umma*) within the company's environment requires information related to managing its assets which are entrusted to the bank director (Maali et al., 2006). Shariah strongly supports information disclosure because of the manadate received by the director as the manager of ummah funds (stakeholders).

Previous researchers have explained a lot about the role of SSB in increasing disclosure. However, previous studies were limited to social disclosure (Bukair & Abdul-Rahman, 2013; Farag et al., 2014; Fitriyah et al., 2007; Mukhibad, 2018) and risk disclosure (Elamer et al., 2020; Mukhibad, Nurkhin et al., 2020). Rahman and Bukair and Abdul-Rahman (2013) found that the combination of SSB as measured by the number, educational background, reputation, expertise, and SSB cross membership positively influences CSR disclosure. This study is reinforced by Fitriyah et al. (2007), Almutairi and Quttainah (2017), and Farag et al. (2014), who also found that the number of SSB influences CSR disclosure. This is because SSB has a vital role in overseeing the company's performance (Almutairi & Quttainah, 2017), including CSR performance (Farook et al., 2011). The larger SSBs contain scholars with a wide range of experience and skills and from different schools of fiqh, which leads to better interpretation of products and operations, and consequently improves performance (Hamza, 2016).

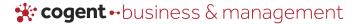
H4: The number of SSB has a positive influence on disclosure (financial, social, and shariah).

Another indicator of measuring the effectiveness of SSB in carrying out its duties is SSB's expertise in finance/accounting. SSB has the duty of a supervisor and counselor for managers in managing the bank. This supervision is to ensure that the bank complies with shariah. To carry out this function, SSB requires expertise in shariah. However, due to the complexity of bank operations, AAOIFI recommends SSBs have expertise in business, economics, law, or accounting. These skills complement their expertise in *Fiqh almua'malat*. (Khalid et al., 2018). Ghayad (2008) and Almutairi and Quttainah (2017) have proven that experience in finance/banking will carry out their duties more effectively.

H5: The educational background of the SSB has a positive influence on disclosure (financial, social, and shariah).

In the resources dependent theory approach, the board functions as a provider of resources, and board capital influences the board's oversight of the director's performance. The board brings information and expertise to the company, establishes a communication network with external parties, secures commitments for external support, and works to create legitimacy for the company in the external environment (Zhou et al., 2018). One of the unique boards of Islamic banks is the SSB. Thus, SSB can be a unique resource that can create knowledge, expertise, and legitimacy for banks to innovate products according to shariah and support business continuity.

As an independent board, SSB has directed, reviewed, and supervised bank operations to comply with principles and Islamic law (AAOIFI, 1997; Injas et al., 2016). SSB is often involved in product innovation (Alman, 2012) and coordinates with other boards. Therefore, in this social contact, SSB can exchange ideas with other boards, observe the operations/policies of managers,



and can adopt policies obtained from other banks. Cross-member SSB is an SSB that has positions in various shariah entities. Therefore, the cross-membership of SSB will positively impact the resources provided to the bank. Based on this reason, the cross-membership of SSB will increase the quality of supervision and encourage managers to improve the quality of their reporting.

H6: Cross-membership of the SSB has a positive effect on disclosure (financial, social, and shariah).

#### 3. Research method

The population of this study is 14 Islamic commercial banks in Indonesia. The research sample was determined by the purposive sampling method with the provisions of the bank issuing financial statements and completing annual reports during the year of observation. The multi-year research was observed for 11 years, from 2010 to 2020, which a total sample of 141 unbalanced panel data.

All variables used in this study were determined by the following method:

- a. Disclosure (DISC) is measured by three sub-disclosure, namely financial (14 Indicators), social (10 Indicators), and shariah disclosure (27). We use 51 indicators to measure the entire scoring of disclosures adopted by Sherif et al. (2018), El-Halaby and Hussainey (2016), and El-Halaby and Hussainey (2016). The disclosure score is calculated by giving a value of 1 if the bank discloses a numeric or statement at least one paragraph and 0 otherwise. The disclosure score is calculated from the total score divided by the maximum score.
- b. BOD size (BODSIZE) is measured by the number of BOD members (Esa et al., 2012; Sadou et al., 2017).
- c. Independent BOD (BODIND) is measured by the percentage of the number of independent BOD among all BOD members (Chen & Jaggi, 2000; Cullinan et al., 2016; Jizi et al., 2014; Sadou et al., 2017).
- d. BOD education (BODEDU) is measured by the percentage of BOD members who have education in finance/accounting for the number of BOD members (Naheed et al., 2021; Malik et al., 2021; Mollah et al., 2021; Trinh et al., 2020).
- e. SSB Size (SSBSIZE) is measured by the number of SSB members (Almutairi & Quttainah, 2017; Farook et al., 2011; Muhammad et al., 2021).
- f. SSB education (SSBEDU) is measured by the ratio of SSBs with education in finance /accounting compared to the number of SSBs (Almutairi & Quttainah, 2017; Ghayad, 2008).
- g. SSB cross-membership (SSBCROSS) is measured by the number of SSB positions in other entities (Abdullah, Percy & Stewart, 2013; Nomran et al., 2018).

In addition to the variables above, we also use the following five control variables:

- a. Audit committee size (AUDITSIZE) is the number of audit committee members (Beasley et al., 2010).
- b. Return on Assets (ROA) is the ratio of net income to assets (Naheed et al., 2021).
- c. Investment Account Holders funds (IAH) are investment funds from customers who use mudharaba or musyaraka (Guermazi, 2020). The natural logarithm of IAH funds measures LNIAH.
- d. Income diversity (INCOMEDIVER) is measured by the ratio of non-operating income compared to the bank's operating income (Safiullah & Shamsuddin, 2018);
- e. Total assets (LNASSET) are measured by the natural logarithm of total assets.
- f. COVID is measured by a dummy where the year of observation of the measured period of COVID is given a score of 1, and 0 otherwise (Elnahass et al., 2021). This variable is used because the observation period includes the COVID-19 pandemic and before.



Ordinary Least Square (OLS) does not consider specific characteristics of banks such as managerial talent, and CG structure company culture that can affect decisions related to disclosure (Naheed et al., 2021). The data used in this study is panel data, so the appropriate analytical tool used is panel data regression.

The regression equation model is as follows:

$$\begin{aligned} \textit{DISCLOSURE}_{i,t} &= \beta_0 + \beta_1 \textit{BODSIZE}_{i,t} + \beta_2 \textit{BODIND}_{i,t} + \beta_3 \textit{BODEDU}_{i,t} + \beta_4 \textit{SSBSIZE}_{i,t} + \beta_5 \textit{SSBEDU}_{i,t} \\ &+ \beta_6 \textit{SSBCROSS}_{i,t} + + \beta_7 \textit{CONTROL}_{i,t} + \varepsilon \end{aligned}$$

#### 4. Results

#### 4.1. Descriptive analysis

Table 1 describes the description of each variable. Islamic banks have a number of BOD members between 4 and 5 people, with 65% being independent BOD. The number of SSB members is less than the BOD, with 2–3 people. 58.4% of BOD has a finance/accounting field education background, while SSB, only 37.53% have a finance/accounting field education background. SSB has quite a good experience because the average SSB, which is 2.28, also serves as a member of SSB in other entities. Islamic banks have a higher proportion of independent audit committee members than BOD is 80.3%.

Financial variables comprising IAH, INCOMEDIVER, and ASSETS show IAH has an average of 29.333 and Islamic bank has low INCOMEDIVER, which shows an average of 4.142%. This means that Islamic banks only earn a non-operating income of 4.142% of their operating income. Table 1 shows that the dominant bank revenue comes from financing.

The disclosure variable shows that the sample has an extensive average disclosure of 82.1%. The three types of disclosure (financial, social, and shariah) resulted in an average financial disclosure having a higher score of 82.1%. This financial disclosure is bigger than shariah disclosure (84.1%). However, this shariah disclosure score is higher than social disclosure (74.3%). Table 1 shows that the sample has the lowest social disclosure score than other sub-indicator disclosures.

Table 2 shows that the highest correlation score is 0.6526 (the correlation between BODSIZE and SSBSIZE). However, all correlations in Table 2 show results of <0.8. This means there is no multicollinearity, and all independent variables can explain the dependent variable. In addition, we use the Variance Inflation Factors (VIF) score to test multicollinearity. VIF score is 1.63 (less than 10), so there is no multicollinearity problem.

#### 4.2. Main data panel test

Table 3 is the test results of the Fixed Effect (FE) estimation data panel and Random Effect (RE). The study does not apply OLS since this model ignores the company's factors (Gujarati & Porter, 2009) affecting bank policies on disclosures (Naheed et al., 2021). Table 3 presents the results of the Hausman test producing a p-value of 0.5277 (smaller than 0.05), so it recommends RE to answer the hypothesis. Moreover, to overcome the problem of endogeneity and serial correlation, we use the GMM technique. The first different level, Sargan Statistic Test, produces a p-value of 0.7168 and the Arellano and Bond Test (AR) 0.4564. This Test Show That Instruments and Valid Model Specifications.

Table 3 showed that the relationship between BODEDU and DISC had a coefficient of 0.074 and a standard error of 0.03443. The relationship between them is significant at the 5% level. In addition, The RE test result shows a significant influence at a level of 5% against DISC with a coefficient of -0.052. Table 3 also shows a significant relationship to the DISC at a 5% level with a coefficient of 0.054. These test results show that BODEDU and SSBEDU positively influence the DISC, and otherwise, SSBSIZE has a negative influence on DISC.

Table 1. Descriptive Variables	ariables												
	DISC	BODSIZE	BODIND	BODEDU	SSBSIZE	SSBEDU	SSBCROSS	AUDITSIZE	ROA	LNIAH	INCOME- DIVER	LNASSET	COVID
Mean	0.821	4.414	0.654	0.584	2.324	0.375	2.284	3.371	1.666	29.333	4.142	29.688	0.090
Variance	0.008	0.352	0.027	0.537	0.259	0.139	1.548	0.507	10.635	2.439	1253.23	2.199	0.766
Maximum	0.921	00009	1.000	1	3.000	1	5.500	5	13.6	32.059	406.974	32.474	1.000
Minimum	0.363	4.000	0.250	0.2	0.000	0	0.000	Э	-20.13	22.171	0.000	24.239	0.000
Std. Dev.	0.088	0.596	0.165	0.232	0.512	0.373	1.214	0.712	3.261	1.562	35.764	1.483	0.287
Skewness	-1.592	1.125	0.064	-0.160	-0.034	0.402	-0.178	-1.808	-1.138	-0.896	10.370	-0.630	2.873
Kurtosis	7.248	3.243	2.984	2.268	4.112	1.804	2.776	10.986	18.832	5.485	114.167	3.915	9.252

Table 2. Co	Table 2. Correlation Analysis	nalysis											
	DISC	BODSIZE	BODIND	ворерп	SSBSIZE	SSBEDU	SSB-CROSS	AUDIT- SIZE	ROA	LNIAH	INCOM- DIVER	LNASET	COVID
DISC	1.000												
BODSIZE	0.177	1.000											
BODIND	0.080	-0.172	1.000										
BODEDU	0.210	0.354	-0.042	1.000									
SSBSIZE	0.081	0.653	-0.040	0.184	1.000								
SSBEDU	0.081	0.196	0.113	-0.054	0.244	1.000							
SSBCROSS	0.237	-0.030	-0.069	0.064	-0.127	-0.300	1.000						
AUDITSIZE	0.045	0.205	-0.093	0.116	0.179	0.155	-0.114	1.000					
ROA	-0.138	-0.019	-0.201	-0.210	-0.073	0.196	-0.095	0.018	1.000				
LNIAH	0.420	0.498	-0.043	0.205	0.481	0.235	0.335	0.196	-0.095	1.000			
INCOM- DIVER	-0.008	-0.075	0.019	-0.125	0.141	-0.040	-0.020	-0.057	600:0-	-0.036	1.000		
LNASET	0.210	0.389	0.029	0.125	0.372	0.271	0.128	0.143	0.031	0.579	0.043	1.000	
COVID	0.117	-0.144	-0.023	-0.128	0.025	0.088	-0.006	-0.169	900.0	0.104	0.328	0.021	1.000



Table 3. Impact o	f Independent Var	iables on Disclosur	e	
Variables	i	RE	SYS-0	GMM
	COEF	STD. ERR	COEF	STD. ERR
BODSIZE	0.0062	0.0163	0.0186	0.0136
BODIND	-0.0166	0.0401	-0.0077	0.0359
BODEDU	0.0748**	0.0344	0.0284*	0.0360
SSBSIZE	-0.0522**	0.0215	-0.0379*	0.0199
SSBEDU	0.0548**	0.0212	0.0107*	0.0226
SSBCROSS	0.0001	0.0067	-0.0061	0.0072
AUDITSIZE	-0.0009	0.0097	-0.0011	0.0067
ROA	-0.0017	0.0021	-0.0009	0.0014
LNIAH	0.0385**	0.0057	0.0490***	0.0123
INCOMDIVER	0.0002	0.0002	0.0001	0.0001
LNASET	-0.0047***	0.005482	-0.0068***	0.0046
COVID	0.0087	0.021669	-0.0053	0.0141
Lag1.DISC	-	-	0.3030**	0.0975
CONS	0.9752***	0.1741	0.7554***	0.1586
Hausman P-value	-	0.5277	-	-
AR (2) P-value	-	-	-	0.4564
Sargan Stat p-value	-	-	-	0.7168
R <sup>2</sup>	-	0.3288	-	-
N	-	141	-	114

<sup>\*\*\*</sup> sig at 1%; \*\* sig at 5%; \* sig at 10%.

This model is the result of the Hausman test where sig <0.05, the decision uses the Fixed Effect (FE) and vice versa using the Random Effect (RE)

Table 4 presents the test results of independent variables on sub-disclosure (financial, social, and shariah). The test results in Table 4 use FE or RE, where the selection of FE or RE is based on the Hausman test. Suppose the Hausman test produces a p-value <0.05, recommending FE to answer the hypothesis and vice versa. In addition, Table 4 also presents the recommendations GMM test results (Ullah et al., 2018) to overcome the problem of endogeneity.

The test results using social disclosure as the independent variable show that SSBEDU as the primary variable has a significance <0.01 with a coefficient of 0.089. These results show that SSB with finance/accounting education positively influences social disclosure. In this model test, we did not find the role of BOD in increasing social disclosure.

Table 4 shows that all BOD and SSB attributes do not affect financial disclosure. However, by using shariah disclosure, the results of the FE test show that BODEDU and SSBEDU have a positive influence on shariah disclosure. BODEDU is proven to have a coefficient of 0.063 with a significance of 5%. In comparison, the SSBEDU has a coefficient of 0.061 with a significance of 1%. This result is reinforced by the GMM test, which supports this finding. Table 4 also shows consistent results that IAH funds (LNIAH) have a significant positive effect on all sub-disclosures.

#### 4.3. Discussion

This study showed the inexistence effect of the number of BOD and SSB members on increasing disclosure. The findings of this study are different from the research of (Esa et al., 2012) and (Sadou et al., 2017). There are two distinct effects of large board numbers in the previous literature. Banks with large boards are often associated with improved bank performance (Esa

Table 4. Impact of Independent Variables on Sub-Disclosure (Social, Financial, and shariah Disclosures)	ct of Indepe	ndent Varial	bles on Sub-	Disclosure (	Social, Finan	cial, and sh	ariah Disclos	ures)				
Variables		Social Di	Social Disclosure			Financial	Financial Disclosure			Shariah Disclosure	isclosure	
		#		SYS-GMM		RE		SYS-GMM	世		SYS-GMM	MM
	Coef.	Std. Err.	Coef.	Std. Err.	Coef.	Std. Err.	Coef.	Std. Err.	Coef.	Std. Err.	Coef.	Std. Err.
BODSIZE	0.0101	0.0187	0.0109	0.0170	-0.0045	0.0326	0.0073	0.0272	0.0140	0.0151	0.0298	0.0145
BODIND	-0.0480	0.0436	-0.0086	0.0462	0.0706	0.0797	-0.0178	0.0644	-0.0404	0.0352	0.0175	0.0345
BODEDU	0.0127	0.0414	0.0523	0.0454	0.0845	0.0604	-0.0241	0.0363	0.0638**	0.0334	0.0479**	0.0257
SSBSIZE	-0.0204	0.0258	0.0003	0.0263	-0.0610	0.0414	-0.1006	0.0656	-0.018	0.0205	-0.0198	0.0165
SSBEDU	0.0892***	0.0266	0.0215**	0.0311	0.0036	0.0392	0.0175	0.0287	0.0619***	0.0214	-0.0023*	0.0163
SSBCROSS	0.0033	0.0089	0.0126	0.0000	0.0032	0.0123	-0.0169	0.0176	-0.0039	0.0071	-0.0052	0.0045
AUDITSIZE	0.0024	0.0109	0.0029	0.0086	0.0264	0.0184	-0.0104	9900'0	0.0082	0.0088	0.0021	0.0031
ROA	-0.0021	0.0023	0.0003	0.0019	-0.0013	0.0043	-0.0016	0.0012	-0.0009	0.0018	-0.0012	0.0010
LNIAH	0.0224***	0.0084	0.0245***	0.0140	0.0353***	0.0129	0.1099***	0.0221	0.0371***	0.0061	0.0361***	0.0088
INCOMDIVER	0.0001	0.0002	-0.0013	0.0002	0.0009	0.0004	0.0004	0.0003	0.0001	0.0001	0.0008	0.0005
LNASET	0.0007	0.0061	0.0015	0.0059	-0.0179*	0.0107	-0.0208**	0.0236	0.0056	0.0050	-0.0044	0.007084
COVID	0.0145	0.0232	0.0077	0.0176	0.0433	0.0469	-0.0400	0.0298	0.0266	0.0187	0.0108	0.0128
Lag1.DISC		1	0.3636***	0.1495	1		0.1346	0.2145	1	1	0.1012***	0.1070
cons	0.7098***	0.1971	0.3026**	0.2269	1.3476***	0.3316	1.5943***	0.5968	0.5857***	0.1590	0.7434**	0.2276
Hausman P-value	0.0453	1		-	0.2521				0	-	1	1
AR (2) P-value	-	-	0.5722	-		1	0.951	1		1	0.5722	•
Sargan Stat p-value	1	1	0.7175	1			0.7168	1		1	0.7175	1
R <sup>2</sup>	0.0277	-		-	0.2039	-		-	0.1435	-	-	
Z	141	-	114	-	141	-	114	1	141	1	114	,

This model results from the Hausman test where sig <0.05, the decision uses the Fixed Effect (FE) and vice versa using the Random Effect (RE) \*\*\* sig at 1%; \*\* sig at 5%; \* sig at 10%.



et al., 2012; Sadou et al., 2017). A large number of board members allow banks to diversify their expertise, skills, experience, and other backgrounds and strengthen their independence because it is difficult for managers to intervene (Quttainah et al., 2013). On the other hand, a large BOD is often associated with a decrease in the quality of supervision because a large BOD often experiences communication and coordination problems among the board (Nomran et al., 2018). The results of this study strengthen the opinion that having a large board creates communication and coordination problems between members, which will further reduce their effectiveness in carrying out and not encourage problems to improve their performance.

The results also show that independent BOD does not influence disclosure. The findings of this study are different from the research of Jizi et al. (2013), Chen and Jaggi (2000), and Sadou et al. (2017), who has provided evidence that independent BOD has a positive influence on disclosure. Independent BOD has the primary duty to safeguard minority interests over other stakeholders (Chou et al., 2013). However, these results show that the interests of stakeholders have been accommodated by all BOD since most of the BOD in Islamic banks are independent. Furthermore, the bank's funding structure is more than equity, and the parent bank dominates the ownership structure of Islamic banks. This ownership structure causes the role of BOD to protect the interests of the owners and all stakeholders.

This study showed that the BOD with an educational background in finance /accounting was associated with greater disclosure. This research proves that banks with large BOD members with financial/accounting education will increase social disclosure. These results support the research from (Naheed et al., 2021) and the resource dependence theory that BOD with financial expertise has better knowledge and will allocate company resources (Naheed et al., 2021). In the agency theory approach, BOD with financial expertise will increase the role of top supervisors on bank managers to positively impact financial performance (Mollah et al., 2021; Trinh et al., 2020). Under the task carried out by BOD, Educational background will improve decision-making by utilizing all complex information and promote better relationships with stakeholders through increased disclosure.

Table 3 shows that the number of SSB members has no effect on disclosure. This result differs from the results of research by Almutairi and Quttainah (2017); Farag et al. (2014), who found that a large number of SSB members encouraged Islamic banks to increase CSR disclosure. Many SSB members cause the bank to diversify the demographics of SSB members. Demographics of board members may include skills, experience, educational background, age, and gender (Goyal et al., 2019; Johnson et al., 2013). This demographic diversity causes the shortage of SSB members to be covered by the skills of other members. Diversity of SSB can increase the effectiveness of SSB in carrying out its duties as supervisor and consultant for directors. However, the large number of SSBs has coordination costs and free-rider problems (Mukhibad, Rochmatullah et al., 2020; Nawaz, 2017).

The results of this study lead to a lack of effective communication and coordination among SSB members, so the number of SSB members has a negative influence on disclosure. Banks with large SSB members can use policies to diversify SSB demographics. However, this diversity can also reduce the effectiveness of coordination and communication among SSB members and other boards. For example, one member speaks Indonesian, but another member can only speak English. Although their coordination can be assisted by a translator, it allows for different interpretations, less accurate the corresponding judgments to be incorrect (Ginena, 2014). So having many SSBs will reduce SSB performance (Nawaz, 2017). The results of the study confirm that a few boards reduces agency costs, improve coordination between board members (Nomran & Haron, 2020; Quttainah et al., 2013), reduces coordination costs, reduce free-riders (Hermalin & Weisbach, 2003), as well as improve supervisory capabilities (Khanchel, 2007).



Moreover, Table 3 also shows that SSB with an educational background in finance/accounting has a positive influence on disclosure. These results support the research from Mnif and Tahari (2021) and Bukair and Abdul-Rahman (2013), who has found a relationship between the financial expertise of SSB and disclosure. SSB's expertise in finance/accounting can improve the quality of bank supervision to improve communication with stakeholders through increased disclosure, including CSR disclosure and shariah disclosure). This study strengthens the agency theory that SSB with financial/accounting expertise can reduce agency problems, increasing disclosure and reducing information asymmetry. Functions similar to BOD, SSB as supervisors and consultants for directors in managing banks (Alman, 2012; Injas et al., 2016). So that SSBs who have an educational background in finance/accounting have better skills in carrying out their duties (Almutairi & Quttainah, 2017; Ghayad, 2008), including their ability to prevent fraud (Mukhibad et al., 2021). A board of financial experts can increase the effectiveness of bank asset management and recommend directors who improve relations with stakeholders (Naheed et al., 2021). Bank operational compliance with shariah is the main guarantee of bank directors given to stakeholders (Mukhibad & Setiawan, 2020). The increasing shariah disclosure can increase customer trust and improve good relations with stakeholders.

We found SSB cross-membership did not affect disclosure. In the resource dependence theory (RDT) approach, SSB members who become the number of SSB positions in other entities can be a unique resource for banks (Hillman & Dalziel, 2003) that can improve bank performance (Alabbad et al., 2019; Nomran et al., 2017), as they are perceived to have a wider range of connections (Homroy & Slechten, 2019), bring in better resources (Trinh et al., 2021) and capabilities and can further improve the oversight and quality of consultation provided to other boards. However, the relationship between the two is inconsistent. Because SSB Cross-membership can cause their low availability of time to carry out their duties (Alabbad et al., 2019), their low attendance at SSB meetings, both between SSB members and meetings with other boards, will further impact the decline in SSB performance. SSBs who are members of SSBs in other entities can gain broader skills and knowledge through their discussions and observations about the operations of other banks. However, the lack of time prevents them from being able to use their abilities effectively to increase oversight and encourage directors to increase disclosure.

#### 4.4. Endogeneity problems

Endogeneity bias can lead to inconsistent results and erroneous conclusions that lead to misleading conclusions and incorrect theoretical interpretations (Naheed et al., 2021; Ullah et al., 2018). Furthermore, Ullah et al. (2018) suggest using GMM to solve the endogeneity problem. We have presented the results of the system GMM test in Tables 3 and 4, where the results of the Sargan and AR (2) tests show that the instrument and model specifications are valid.

#### 5. Conclusions

The study examines the influence of corporate governance on bank accountability as measured by the extent of all disclosures—shariah, social, and financial disclosures. We use the board of directors (BOD) and the shariah supervisory board (SSB) as indicators of corporate governance. BOD attributes are measured by the number of members, independence, and educational background, while SSB is measured by the number of members, educational background, and cross-membership indicators. The results showed that the BOD education in finance/accounting positively affects disclosures. The number of SSB members is associated with increased disclosure. However, the SSB education in finance /accounting is associated with an increase in disclosure. This study strengthens the theory of resources dependence theory that BOD and SSB, who have expertise in finance/accounting, are essential resources for banks that can encourage directors to increase disclosure. The system GMM test confirmed the result of this study to overcome the problem of endogeneity.

The implication of this study is to encourage regulators to encourage the effectiveness of BOD and SSB by increasing the number of members at a certain level and encouraging banks to choose BOD and SSB members who have an educational background in finance/accounting. In addition, selecting experienced SSB members by becoming members of SSBs of other entities can reduce asymmetry information and agency problems by increasing the extent of the disclosure provided by the director to stakeholders.

This study focuses on three disclosures, i.e., shariah, social and financial disclosures in Islamic banks in Indonesia. The director's responsibility to stakeholders is not only limited to these three disclosures because the disclosure needs are under the needs of stakeholders. Therefore, further study can develop more comprehensive and not limited disclosures to these three disclosures.

#### Acknowledgements

The authors would like to thank the Universitas Negeri Semarang (UNNES), Indonesia, for funding this research. Also, the authors appreciate and thank you for the constructive comments forwarded by the referee of the paper.

#### Funding

The authors received no direct funding for this research.

#### **Author details**

Hasan Mukhibad<sup>1</sup>

E-mail: hasanmukhibad@mail.unnes.ac.id ORCID ID: http://orcid.org/0000-0001-8979-5169

Prabowo Yudo Jayanto<sup>1</sup> E-mail: yudho@mail.unnes.ac.id

Trisni Suryarini<sup>1</sup> E-mail: trisnisuryarini@mail.unnes.ac.id

Bayu Bagas Hapsoro

E-mail: bbhapsoro@mail.unnes.ac.id

<sup>1</sup> Economics Faculty, Universitas Negeri Semarang, Kampus Sekaran, Gunungpati, Semarang, Indonesia.

#### Disclosure statement

No potential conflict of interest was reported by the author(s).

#### **Author statement**

The author is a lecturer and researcher in Islamic accounting and finance. One of our focuses is Islamic bank (IB) performance. This paper focuses on performance-based disclosure, which is the primary communication tool between stakeholders and bank management. The unique IB operating system leads to different disclosure models. Moreover, the paper encourages IBs to pay attention to those three pillars of disclosure, disclosure of financial performance, social performance, and shariah compliance. It is expected that the disclosure of bank performance information will increase the loyalty of depositors and other stakeholders and further improve bank performance.

#### Citation information

Cite this article as: Corporate governance and Islamic bank accountability based on disclosure—a study on Islamic banks in Indonesia, Hasan Mukhibad, Prabowo Yudo Jayanto, Trisni Suryarini & Bayu Bagas Hapsoro, Cogent Business & Management (2022), 9: 2080151.

#### References

- AAOIFI. AOIFI governance standard 1-Shari'a supervisory board- appointment, Composition and Report., (1997).
- Abdullah, W. A. W., Percy, M., & Stewart, J. (2013). Shari'ah disclosures in Malaysian and Indonesian Islamic banks:The Shari'ah governance system.

- Journal of Islamic Accounting and Business Research, 4(2), 100–131. https://doi.org/10.1108/JIABR-10-2012-0063
- Abeysekera, I. (2010). The influence of board size on intellectual capital disclosure by Kenyan listed firms. Journal of Intellectual Capital, 11(4), 504–518. https://doi.org/10.1108/14691931011085650
- Ahmed, K., Hossain, M., & Adams, M. B. (2006). The effects of board composition and board size on the informativeness of annual accounting earnings. *Corporate Governance: An International Review*, 14(5), 418–431. https://doi.org/10.1111/j.1467-8683.2006.00515.x
- Alabbad, A., Hassan, M. K., & Saba, I. (2019). Can Shariah board characteristics influence risk-taking behavior of Islamic banks? *International Journal of Islamic and Middle Eastern Finance and Management*, 12(4), 469–488. https://doi.org/10.1108/imefm-11-2018-0403
- Alam, N., Ramachandran, J., & Nahomy, A. H. (2020). The impact of corporate governance and agency effect on earnings management – A test of the dual banking system. Research in International Business and Finance, 54(June 2019), 101242. https://doi.org/10. 1016/j.ribaf.2020.101242
- Alman, M. (2012). Shari'ah supervisory board composition effects on Islamic banks' risk-taking behavior.

  Journal of Banking Regulation, 14(1), 134–163. https://doi.org/10.2139/ssrn.2140042
- Almutairi, A. R., & Quttainah, M. A. (2017). Corporate governance: Evidence from Islamic banks. Social Responsibility Journal, 13(3), 601–624. https://doi.org/ 10.22495/cpr19p18
- AlShattarat, W. K., & Atmeh, M. A. (2016). Profit-sharing investment accounts in Islamic banks or mutualization, accounting perspective. *Journal of Financial Reporting and Accounting*, 14(1), 30–48. https://doi.org/10.1108/jfra-07-2014-0056
- Aracil, E. (2019). Corporate social responsibility of Islamic and conventional banks. *International Journal of Emerging Markets*, 14(4), 582–600.
- Aribi, Z. A., Gao, S. S., & Hussainey, K. (2011). Narrative disclosure of corporate social responsibility in Islamic financial institutions. *Managerial Auditing Journal*, 27(2), 199–222. https://doi.org/10.1108/02686901211189862
- Aribi, Z. A., Arun, T., & Gao, S. (2019). Accountability in Islamic financial institution the role of the Shari'ah supervisory board reports. *Journal of Islamic Accounting and Business Research*, 10(1), 98–114. https://doi.org/10.1108/jiabr-10-2015-0049
- Basah, M. Y. A., & Yusuf, M. M. (2013). Islamic bank and Corporate Social Responsibility (CSR). European Journal of Business and Management, 5(11), 194–209. https://iiste.org/Journals/index.php/EJBM/ article/view/5441
- Basiruddin, R., & Ahmed, H. (2019). Corporate governance and Shariah non-compliant risk in Islamic banks:

- Evidence from Southeast Asia. Corporate Governance: The International Journal of Business in Society, 20(2), 240–262. https://doi.org/10.1108/cg-05-2019-0138
- Basuony, M. A., Mohamed, E. K. A., & Al-Baidhani, A. M. (2014). The effect of corporate governance on bank financial performance: Evidence from the Arabian Peninsula. Corporate Ownership and Control, 11(2), 178–191. https://doi.org/10.2139/ssrn.2657587
- Beasley, M. S., Carcello, J. V., Hermanson, D. R., & Lapides, P. D. (2010). Fraudulent financial reporting in China: Consideration of timing traits and corporate governance mechanisms. *Journal of Accounting Research*, 14(December), 441–454. https://doi.org/10.2308/acch.2000.14.4.441
- Beck, T., Demirgüç-Kunt, A., & Merrouche, O. (2013). Islamic vs. conventional banking: Business model, efficiency and stability. *Journal of Banking and Finance*, 37(2), 433–447. https://doi.org/10.1596/ 1813-9450-5446
- Ben Abdallah, M., & Bahloul, S. (2021). Disclosure, Shariah governance and financial performance in Islamic banks. Asian Journal of Economics and Banking, 5(3), 234–254. https://doi.org/10.1108/ajeb-03-2021-0038
- Boesso, G., & Kumar, K. (2007). Drivers of corporate voluntary disclosure: A framework and empirical evidence from Italy and the United States. Accounting, Auditing and Accountability Journal, 20(2), 269–296. https://doi.org/10.1108/09513570710741028
- Brown, K., Hassan, M. K., & Skully, M. (2007). Operational efficiency and performance of Islamic banks. In M. K. M. K. L. Hassan, (Eds.), *Handbook of Islamic banking* (pp. 96). Edward Elgar Publishing Limited. https://doi.org/10.4337/9781847205414
- Bukair, A. A., & Abdul-Rahman, A. (2013). The influence of the Shariah supervision board on corporate social responsibility disclosure by Islamic banks of gulf co-operation council countries. Asian Journal of Business and Accounting, 6(2), 65–104. https://doi. org/10.5296/jmr.v7i2.6989
- Campbell, D., Moore, G., & Shrives, P. (2006). Crosssectional effects in community disclosure. Accounting, Auditing and Accountability Journal, 19 (1), 96–114. https://doi.org/10.1108/ 09513570610651966
- Cheema, K. U. R., & Din, M. S. (2013). Impact of corporate governance on performance of firm: A case study of cement industry in Pakistan. MPRA-Munich Personal RePEc Archieve, 53202. 44–46. https://doi.org/10.12691/jbms-1-4-1
- Chen, C. J. P., & Jaggi, B. (2000). Association between independent non-executive directors, family control and financial disclosures in Hong Kong. *Journal of Accounting and Public Policy*, 19(4–5), 285–310. https://doi.org/10.1016/s0278-4254(00)00015-6
- Cheng, E. C. M., & Courtenay, S. M. (2006). Board composition, regulatory regime and voluntary disclosure. *The International Journal of Accounting*, 41(3), 262–289. https://doi.org/10.1016/j.intacc.2006.07.001
- Ching, H. Y., & Gerab, F. (2017). Sustainability reports in Brazil through the lens of signaling, legitimacy and stakeholder theories. *Social Responsibility Journal*, 13 (1), 95–110. https://doi.org/10.1108/srj-10-2015-
- Chou, H. I., Chung, H., & Yin, X. (2013). Attendance of board meetings and company performance: Evidence from Taiwan. *Journal of Banking and Finance*, 37(11), 4157–4171. https://doi.org/10.2139/ ssrn.2188721
- Chowdhury, M. A. F., & Rasid, M. E. S. M. (2015). The determinants of the profitability of Islamic banks: A cross-sectional study from Asia and *Africa*.

- International Journal of Business and Globalisation, 15(3), 375–388. https://doi.org/10.1504/ijbg.2015. 071913
- Cullinan, C. P., Mahoney, L. S., & Roush, P. (2016). Corporate social responsibility and shareholder support for corporate governance changes. Social Responsibility Journal, 12(4), 687–705. https://doi.org/ 10.1108/srj-10-2015-0161
- D'Amato, A., & Gallo, A. (2019). Bank institutional setting and risk-taking: The missing role of directors' education and turnover. Corporate Governance: The International Journal of Business in Society, 19(4), 774–805. https://doi.org/10.1108/cq-01-2019-0013
- El-Halaby, S., & Hussainey, K. (2015). The determinants of social accountability disclosure: Evidence from Islamic banks around the world. *International Journal of Business*, 20(3), 202–223. https://doi.org/ 10.22495/rqcv8i3p2
- El-Halaby, S., & Hussainey, K. (2016). Determinants of compliance with AAOIFI standards by Islamic banks. International Journal of Islamic and Middle Eastern Finance and Management, 9(1), 143–168. https://doi. org/10.1108/imefm-06-2015-0074
- Elamer, A. A., Ntim, C. G., Abdou, H. A., & Pyke, C. (2020). Sharia supervisory boards, governance structures and operational risk disclosures: Evidence from Islamic banks in MENA countries. *Global Finance Journal*, 46(June 2019), 100488. https://doi.org/10.1016/j.qfj.2019.100488
- Elnahass, M., Trinh, V. Q., & Li, T. (2021). Global banking stability in the shadow of Covid-19 outbreak. *Journal* of International Financial Markets, Institutions and Money, 72(May), 101322. https://doi.org/10.1016/j. intfin.2021.101322
- Esa, E., Anum, N., & Ghazali, M. (2012). Corporate social responsibility and corporate governance in Malaysian government-linked companies. *Corporate Governance: The International Journal of Business in Society*, 12(3), 292–305. https://doi.org/10.1108/14720701211234564
- Farag, H., Mallin, C., & Ow-Yong, K. (2014). Corporate social responsibility and financial performance in Islamic banks. *Journal of Economic Behavior and Organization*, 103(July), s21–s38. https://doi.org/10. 1016/j.jebo.2014.03.001
- Farag, H., Mallin, C., & Ow-yong, K. (2018). Journal of international financial markets, institutions & money corporate governance in Islamic banks: New insights for dual board structure and agency relationships q. Journal of International Financial Markets, Institutions & Money, 54(May 2018), 59–77. https://doi.org/10. 1016/j.intfin.2017.08.002
- Farook, S., M, K. H., & Lanis, R. (2011). Determinants of corporate social responsibility disclosure: The case of Islamic banks. *Journal of Islamic Accounting and Business Research*, 2(2), 114–141. https://doi.org/10. 1108/17590811111170539
- Fitriyah, Oktaviana, U. O., & Fitriyah, U. K. (2007). Relevance of financial performance and good corporate governance determinant of sustainaibility corporate social responsibility disclousure in Islamic bank in Indonesia. International Journal of Nusantara Islam, 1(2), 22–37. https://doi.org/10.15575/ijni.v1i2.23
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B., & Colle, S. D. (2010). Stakeholder theory the state of the art (1st ed.). United States of America by Cambridge University Press.
- Garas, S., & ElMassah, S. (2018). Corporate governance and corporate social responsibility disclosures: The case of GCC countries. *Critical Perspectives on International Business*, 14(1), 2–26. https://doi.org/10. 1108/cpoib-10-2016-0042

- Ghaffar, A. (2014). Relationship of Islamic bank's profitability with corporate governance practices. European Journal of Business and Management, 6 (17), 141–150. https://www.iiste.org/Journals/index. php/EJBM/article/view/13585
- Ghayad, R. (2008). Corporate governance and the global performance of Islamic banks. *Humanomics*, 24(3), 207–216. https://doi.org/10.1108/08288660810899368
- Ginena, K. (2014). Shari'ah risk and corporate governance of Islamic banks. *Corporate Governance*, 14(1), 86–103. https://doi.org/10.1108/cg-03-2013-0038
- Goyal, R., Kakabadse, N., & Kakabadse, A. (2019). Improving corporate governance with functional diversity on FTSE 350 boards: Directors' perspective. Journal of Capital Markets Studies, 3(2), 113–136. https://doi.org/10.1108/jcms-09-2019-0044
- Grace, M., Ireland, A., & Dunstan, K. (1995). Board Composition, Non-Executive Directors' Characteristics and Corporate Financial Performance. Asia-Pacific Journal of Accounting, 2(1), 121–137. https://doi.org/10.1080/10293574.1995.10510481
- Guermazi, I. (2020). Investment account holders' market discipline in GCC countries. *Journal of Islamic*Accounting and Business Research, 11(9), 1757–1770. https://doi.org/10.1108/jiabr-04-2019-0067
- Gujarati, D. N., & Porter, D. C. (2009). Basic econometrics (5th ed.). McGraw-HiII/Irwin.
- Hafez, H. M. (2015). Corporate governance and financial performance: An empirical study on Egyptian banks. Corporate Ownership and Control, 13(1), 1359–1374. https://doi.org/10.22495/cocv13i1c11p8
- Hakimi, A., Rachdi, H., Mokni, R. B. S., & Hssini, H. (2018). Do board characteristics affect bank performance? Evidence from the Bahrain Islamic banks. Journal of Islamic Accounting and Business Research, 9(2), 251–272. https://doi.org/10.1108/jiabr-06-2015-0029
- Hameed, S., Wirman, A., Alrazi, B., Nazli, M., & Pramono, S. (2004). Alternative disclosure and performance measures for Islamic banks. Second Conference on Administrative Sciences: Meeting the Challenges of the Globalization Age, King Fahd University of Petroleum & Minerals, Dhahran, Saudi Arabia, 19–21. https://doi.org/10.1017/CB09781107415324.004
- Hamsyi, N. F. (2019). The impact of good corporate governance and Sharia compliance on the profitability of Indonesia's Sharia banks. *Problems and Perspectives in Management*, 17(1), 56–66. https://doi.org/10.21511/ppm.17(1).2019.06
- Hamza, H. (2016). Does investment deposit return in Islamic banks reflect PLS principle? *Borsa Istanbul Review*, 16(1), 32–42. https://doi.org/10.1016/j.bir. 2015.12.001
- Harjoto, M. A., & Jo, H. (2011). Corporate governance and CSR nexus. *Journal of Business Ethics*, 100(1), 45–67. https://doi.org/10.1007/s10551-011-0772-6
- Hassan, A., & Harahap, S. S. (2010). Exploring corporate social responsibility disclosure: The case of Islamic banks. International Journal of Islamic and Middle Eastern Finance and Management, 3(3), 203–227. https://doi.org/10.1108/17538391011072417
- Helfaya, A., Kotb, A., & Hanafi, R. (2016). Qur'anic ethics for environmental responsibility: Implications for business practice. *Journal of Business Ethics*, 150(4), 1105–1128. https://doi.org/10.1007/s10551-016-3195-6
- Hermalin, B. E., & Weisbach, M. S. (2003). Boards of directors as an endogenously determined institution: A survey of the economic literature. Economic Policy Review, 9(April), 7–26. https://doi.org/10.3386/w8161
- Hillman, A. J., & Dalziel, T. (2003). Boards of directors and firm performance: Integrating agency and resource

- dependence perspectives. *The Academy of Management Review*, 28(3), 383–396. https://doi.org/10.2307/30040728
- Homroy, S., & Slechten, A. (2019). Do board expertise and networked boards affect environmental performance? *Journal of Business Ethics*, 158(1), 269–292. https://doi.org/10.1007/s10551-017-3769-y
- Huang, Y. S., & Wang, C. (2015). Corporate governance and risk-taking of Chinese firms: The role of board size. International Review of Economics and Finance, 37(May), 96–113. https://doi.org/10.1016/j.iref.2014. 11.016
- Hussain, H. A., & Al-Ajmi, J. (2012). Risk management practices of conventional and Islamic banks in Bahrain. The Journal of Risk Finance, 13(3), 215–239. https://doi.org/10.1108/15265941211229244
- Injas, M. M. Y., Haron, M. S., Ramli, R., & Injas, R. A. (2016). 2016 the importance of the Shari' ah supervisory boards (Ssbs) in the Islamic. South East Asia Journal of Contemporary Business, Economics and Law, 9(2), 25–31. https://seajbel.com/wp-content/uploads/2016/ 05/K9 65.pdf
- Jamali, D., Safieddine, A. M., & Rabbath, M. (2008).
  Corporate governance and corporate social responsibility synergies and interrelationships. *Corporate Governance: An International Review, 16*(5), 443–459. https://doi.org/10.1111/j.1467-8683.2008.00702.x
- Janamrung, B., & Issarawornrawanich, P. (2015). The association between corporate social responsibility index and performance of firms in industrial products and resources industries: Empirical evidence from Thailand. Social Responsibility Journal, 11(4), 893–903. https://www.emerald.com/insight/content/ doi/10.1108/SRJ-11-2013-0141/full/html
- Jizi, M. I., Dixon, A. S. R., & Stratling, R. (2013). Corporate governance and corporate social responsibility disclosure: Evidence from the US banking sector. *Journal Business Ethics*, 124(4), 601–615. https://doi/org/10. 1007/s10551-013-1929-2
- Jizi, M. I., Salama, A., Dixon, R., & Stratling, R. (2014). Corporate governance and corporate social responsibility disclosure: Evidence from the US banking sector. Journal of Business Ethics, 125(4), 601–615. https://link.springer. com/article/10.1007/s10551-013-1929-2#citeas
- John, K., & Senbet, L. W. (1998). Corporate governance and board effectiveness. Journal of Banking & Finance, 22(4), 371–403. https://www.sciencedirect. com/science/article/pii/S0378426698000053
- Johnson, S. G., Schnatterly, K., & Hill, A. D. (2013). Board composition beyond independence: Social capital, human capital, and demographics. *Journal of Management*, 39(1), 232–262. https://journals.sage pub.com/doi/full/10.1177/0149206312463938
- Kalsie, A., & Shrivastav, S. M. (2016). Analysis of board size and firm performance: Evidence from NSE companies using panel data approach. *Indian Journal of* Corporate Governance, 9(2), 148–172. https://jour nals.saqepub.com/doi/10.1177/0974686216666456
- Kamla, R., & Rammal, H. G. (2013). Social reporting by Islamic banks: Does social justice matter? Accounting, Auditing and Accountability Journal, 26 (6), 911–945. https://www.emerald.com/insight/content/doi/10.1108/AAAJ-03-2013-1268/full/html
- Khalid, A. A., Haron, H., Sarea, A. M., & Masron, T. A. (2018). The role of shariah supervisory board on internal Shariah audit effectiveness: Evidence from Bahrain. Academy of Accounting and Financial Studies Journal, 22(5), 1–15. https://www.abacade mies.org/articles/the-role-of-shariah-supervisoryboard-on-internal-shariah-audit-effectiveness-evi dence-from-bahrain-7496.html

- Khanchel, I. (2007). Corporate governance: Measurement and determinant analysis. *Managerial Auditing Journal*, 22(8), 740–760. https://doi.org/10.1108/ 02686900710819625
- Kuppusamy, M., Saleh, A. S., & Samudhram, A. (2010). Measurement of Islamic banks performance using A shariah conformity and profitability model. Review of Islamic Economic, 13(2), 35–48. https://www.econ biz.de/Record/measurement-of-islamic-banks-perfor mance-using-a-shari-ah-conformity-and-profitabilitymodel-kuppusamy-mudiarasan-vasu/10003978228
- Maali, B., Casson, P., & Napier, C. (2006). Social reporting by Islamic banks. *Abacus*, 42(2), 266–289. https:// onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-6281. 2006.00200 x
- Malik, M. F., Nowland, J., & Buckby, S. (2021). Voluntary adoption of board risk committees and financial constraints risk. *International Review of Financial* Analysis, 73(May 2020), 101611. https://www.scien cedirect.com/science/article/pii/S1057521920302544
- Mnif, Y., & Tahari, M. (2021). The effect of Islamic banks' specific corporate governance mechanisms on compliance with AAOIFI governance standards. *Journal of Islamic Accounting and Business Research*, 12(1), 21–43. https://www.emerald.com/insight/content/doi/10. 1108/JIABR-11-2018-0188/full/html
- Mollah, S., & Zaman, M. (2015). Shari'ah supervision, corporate governance and performance: Conventional vs Islamic banks. *Journal of Banking & Finance*, 58, 418–435. https://www.sciencedirect.com/science/article/abs/pii/S0378426615001648
- Mollah, S., Hassan, M. K., Al Farooque, O., & Mobarek, A. (2017). The governance, risk-taking, and performance of Islamic banks. *Journal of Financial Services Research*, 51(2), 195–219. https://www.sciencedirect.com/science/article/abs/pii/S0378426615001648
- Mollah, S., Liljeblom, E., & Mobarek, A. (2021).

  Heterogeneity in independent non-executive directors' attributes and risk-taking in large banks. *Journal of Corporate Finance*, 70(August), 102074. https://www.sciencedirect.com/science/article/pii/S0929119921001966
- Muhammad, R., Azlan Annuar, H., Taufik, M., & Nugraheni, P. (2021). The influence of the SSB's characteristics toward Sharia compliance of Islamic banks. Cogent Business and Management. 8(1), 1929033. https://doi.org/10.1080/23311975.2021.1929033
- Mukhibad, H. (2018). Peran dewan pengawas Syariah Dalam Pengungkapan Islamic sosial reporting. *Jurnal Akuntansi Multiparadigma*, 9(2), 299–311. http://dx. doi.org/10.18202/jamal.2018.04.9018
- Mukhibad, H., Nurkhin, A., & Rohman, A. (2020). Corporate governance mechanism and risk disclosure by Islamic banks in Indonesia. *Banks and Bank Systems*, 15(1), 1–10. http://dx.doi.org/10.21511/bbs.15(1). 2020.01
- Mukhibad, H., & Setiawan, D. (2020). Could Risk, corporate governance, and corporate ethics enhance social performance? Evidence from Islamic banks in Indonesia. *Indian Journal of Finance*, 14(4), 24–38. https://doi.org/10.17010/ijf/2020/v14i4/151706
- Mukhibad, H., Rochmatullah, M. R., Warsina, R., Setiawan, D., & Setiawan, D. (2020). Islamic corporate governance and performance based on maqasid sharia index – Study in Indonesia. *Jurnal Siasat Bisnis*, 24(2), 114–126.
- Mukhibad, H., Muthmainah, Andraeny, D., & Muthmainah, M. (2020). The role of corporate social responsibility disclosure in improving financial performance (case study in Indonesian Islamic bank).

- Al-Uqud: Journal of Islamic Economics, 4(28), 162–173
- Mukhibad, H., & Andraeny, D. (2020). The Role of Corporate Social Responsibility Disclosure in Improving Financial Performance (Case study in Indonesian Islamic Bank). Al-Uqud: Journal of Islamic Economics, 4(28), 162–173.
- Mukhibad, H., Jayanto, P. Y., & Anisykurlillah, I. (2021). Islamic corporate governance and financial statements fraud: A study of Islamic banks. *Journal of Governance and Regulation*, 10(2), 361–368. https://doi.org/10.22495/jgrv10i2siart16
- Naheed, R., AlHares, A., Shahab, Y., & Naheed, R. (2021). Board's financial expertise and corporate social responsibility disclosure in China. Corporate Governance: The International Journal of Business in Society, 21(4), 716–736. https://www.emerald.com/ insight/content/doi/10.1108/CG-08-2020-0329/full/ html
- Najwa, N. A., Ramly, Z., & Haron, R. (2019). Board size, chief risk officer and risk-taking in Islamic banks: Role of Shariah supervisory board. *Jurnal Pengurusan*, 57. https://doi.org/10.17576/pengurusan-2019-57-01
- Nawaz, T. (2017). Momentum investment strategies, corporate governance and firm performance: An analysis of Islamic banks. Corporate Governance: The International Journal of Business in Society, 17(2), 192–211. https://www.emerald.com/insight/content/doi/10.1108/CG-03-2016-0052/full/html
- Nguyen, P., & Nguyen, A. (2015). The effect of corporate social responsibility on firm risk. Social Responsibility Journal, 11(2), 324–339. https://www.emerald.com/insight/content/doi/10.1108/SRJ-08-2013-0093/full/html
- Nomran, N. M., Haron, R., & Hassan, R. (2017). Bank performance and Shari'ah supervisory board attributes of Islamic banks: Does bank size matter? *Journal of Islamic Finance*, 6, 174–187. https://doi.org/10. 12816/0047348
- Nomran, N. M., Haron, R., & Hassan, R. (2018). Shari'ah supervisory board characteristics effects on Islamic banks' performance: Evidence from Malaysia. *International Journal of Bank Marketing*, 36(2), 290–304. https://doi.org/10.1108/IJBM-12-2016-0197
- Nomran, N. M., & Haron, R. (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), 110–129. https://www.emerald.com/insight/content/doi/10.1108/JIABR-05-2017-0070/full/html
- Nurkhin, A., Rohman, A., Rofiq, A., & Mukhibad, H. (2018). The role of the Sharia supervisory board and corporate governance mechanisms in enhancing Islamic performance-evidence from Indonesia. Banks and Bank Systems, 13(4), 85–95. https://doi.org/10.21511/bbs.13(4).2018.08
- Parmar, B. L., Freeman, Edward, R., Harrison, J. S., Wicks, A. C., Purnell, L., & De Colle, S. (2010). The academy of management annals stakeholder theory: The state of the art. *The Academy of Management Annals*, 4(1), 403–445. https://doi.org/10.1080/19416520.2010.495581
- Quttainah, M. A., Song, L., & Wu, Q. (2013). Do Islamic banks employ less earnings management? *Journal of International Financial Management and Accounting*, 24(3), 203–233. https://doi.org/10.1111/jifm.12011
- Rizk, R. (2014). Islamic environmental ethics. *Journal of Islamic Accounting and Business Research*, 5(2),

- 194–204. https://www.emerald.com/insight/content/doi/10.1108/JIABR-09-2012-0060/full/html
- Sadou, A., Alom, F., & Laluddin, H. (2017). Corporate social responsibility disclosures in Malaysia: Evidence from large companies. Social Responsibility Journal, 13(1), 177–202. https://doi.org/10.1108/SRJ-06-2016-0104
- Safiullah, M., & Shamsuddin, A. (2018). Risk in Islamic banking and corporate governance. *Pacific-Basin Finance Journal*, 47, 129–149. https://www.science direct.com/science/article/pii/S0927538X17304079
- Sherif, E.-H., Khaled, H., Mohamed, M., & Hussien, M. (2018). The determinants of financial, social and Sharia disclosure accountability for Islamic banks. *Risk Governance and Control: Financial Markets & Institutions*, 8(3), 21–42. https://doi.org/10.22495/rgcv8i3p2
- Sufian, F. (2010). Does foreign presence foster Islamic banks' performance? Empirical evidence from Malaysia. *Journal of Islamic Accounting and Business Research*, 1(2), 128–147. https://www.emerald.com/insight/content/doi/10.1108/17590811011086723/full/html
- Tanna, S., Pasiouras, F., & Nnadi, M. (2011). The effect of board size and composition on the efficiency of UK banks. *International Journal of the Economics of Business*, 18(3), 441–462. https://doi.org/10.1080/ 13571516.2011.618617

- Trinh, V. Q., Elnahass, M., Salama, A., & Izzeldin, M. (2020).

  Board busyness, performance and financial stability:

  Does bank type matter? *The European Journal of Finance*, 26(7–8), 774–801. https://doi.org/10.1080/1351847X.2019.1636842
- Trinh, V. Q., Elnahass, M., & Salama, A. (2021). Board busyness and new insights into alternative bank dividends models. Review of Quantitative Finance and Accounting, 56(4), 1289–1328.
- Ullah, S., Akhtar, P., & Zaefarian, G. (2018). Dealing with endogeneity bias: The generalized method of moments (GMM) for panel data. *Industrial Marketing Management*, 71(November), 69–78. https://doi.org/ 10.1016/j.indmarman.2017.11.010
- Volonté, C., & Gantenbein, P. (2016). Directors' human capital, firm strategy, and firm performance.

  Journal of Management and Governance, 20(1), 115–145. https://doi.org/10.1007/s10997-014-9304-y
- Zhou, H., Owusu-Ansah, S., & Maggina, A. (2018). Board of directors, audit committee, and firm performance: Evidence from Greece. Journal of International Accounting, Auditing and Taxation, 31(May 2013), 20–36. https://doi.org/10.1016/j.intaccaudtax.2018. 03.002



© 2022 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.

You are free to:

Share — copy and redistribute the material in any medium or format.

Adapt — remix, transform, and build upon the material for any purpose, even commercially.

The licensor cannot revoke these freedoms as long as you follow the license terms.

Under the following terms:



Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. No additional restrictions

You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.

### Cogent Business & Management (ISSN: 2331-1975) is published by Cogent OA, part of Taylor & Francis Group. Publishing with Cogent OA ensures:

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- · Download and citation statistics for your article
- Rapid online publication
- · Input from, and dialog with, expert editors and editorial boards
- · Retention of full copyright of your article
- · Guaranteed legacy preservation of your article
- · Discounts and waivers for authors in developing regions

#### Submit your manuscript to a Cogent OA journal at www.CogentOA.com

