

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE EFFECTS OF BOARD OF DIRECTORS'
CHARACTERISTICS AND RISK MANAGEMENT
COMMITTEE ON THE FINANCIAL PERFORMANCE OF
LISTED BANKS IN IRAQ**



**MASTER OF SCIENCE
(INTERNATIONAL ACCOUNTING)
UNIVERSITI UTARA MALAYSIA
SEPTEMBER 2021**

**THE EFFECTS OF BOARD OF DIRECTORS'
CHARACTERISTICS AND RISK MANAGEMENT
COMMITTEE ON THE FINANCIAL PERFORMANCE OF
LISTED BANKS IN IRAQ**



**Project Paper submitted to Tunku Puteri Intan Safinaz School of
Accountancy, in partial fulfilment of the requirement for
postgraduate Master of Science of (International Accounting)
Universiti Utara Malaysia**



Pusat Pengajian Perakaunan
Tunku Puteri Intan Safinaz
TUNKU PUTERI INTAN SAFINAZ SCHOOL OF ACCOUNTANCY
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

BASHAR YOUSIF IBRAHIM

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (INTERNATIONAL ACCOUNTING)


telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE EFFECTS OF BOARD OF DIRECTORS' CHARACTERISTICS AND RISK MANAGEMENT
COMMITTEE ON THE FINANCIAL PERFORMANCE OF LISTED BANKS IN IRAQ**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelia : **DR. SITI SERI DELIMA ABDUL MALAK**
(Name of Supervisor)

Tandatangan : 
(Signature) **DR SITI SERI DELIMA ABDUL MALAK**
Senior Lecturer
Tunku Puteri Intan Safinaz
School Of Accountancy (TISSA-UUM)
Universiti Utara Malaysia
06010 Sintopa, Kedah Darul Aman.

Tarikh : 1/9/2024
(Date)

PERMISSION TO USE

In presenting this project paper in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in her absence, by the Dean of Tunku Puteri Intan Safinaz School of Accountancy where I did my dissertation/project paper. It is understood that any copying or publication, or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of Tunku Puteri Intan Safinaz School of Accountancy

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

Good corporate governance practices and setting up of an independent risk management committee are considered as crucial in decreasing risk for investors and enhancing performance. This study examined the effects of board of directors' characteristics and risk management committee's attributes on the financial performance of listed banks in Iraq. The research used secondary data obtained from the data stream and annual report of all banks listed in the Iraq stock exchange for the year 2017-2019 with 63 firm-year observations. In addition, the regression was based on panel Corrected Standard Error. The result shows that the size and the board of directors and its independence exhibit significant and negative associations the banks' performance. However, the board of directors' financial expertise and the independence of the risk management committee had positive yet insignificant associations with performance. This study provided suggestions for future research work and several recommendations for regulators and the Iraqi banking industry.

Keywords: board size, board independence, board financial expertise, risk management committee, financial performance, Iraq.



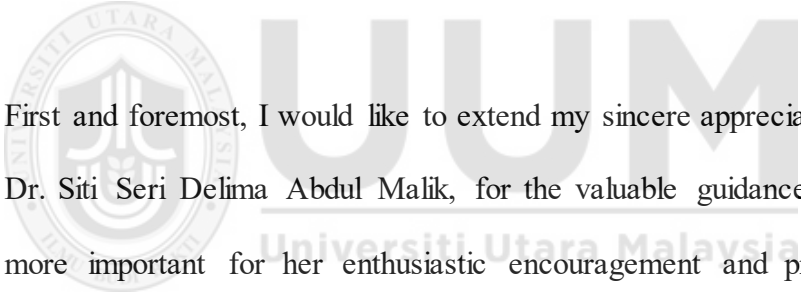
ABSTRAK

Amalan tadbir urus korporat yang baik dan penubuhan jawatankuasa pengurusan risiko bebas dianggap penting dalam mengurangkan risiko bagi pelabur dan meningkatkan prestasi. Kajian ini mengkaji kesan ciri-ciri lembaga pengarah dan ciri-ciri jawatankuasa pengurusan risiko terhadap prestasi kewangan bank yang tersenarai di Iraq. Penyelidikan ini menggunakan data sekunder yang diperoleh dari data stream dan laporan tahunan semua bank yang tersenarai di bursa saham Iraq untuk tahun 2017-2019 dengan 63 pemerhatian. Di samping itu, regresi adalah berdasarkan “Panel Corrected Standard Error”. Hasilnya menunjukkan bahawa saiz lembaga pengarah dan kebebasan lembaga pengarah menunjukkan hubungan yang negatif dan signifikan dengan prestasi bank. Walau bagaimanapun, kepakaran kewangan lembaga pengarah dan kebebasan jawatankuasa pengurusan risiko mempunyai hubungan positif, namun tidak signifikan dengan prestasi. Kajian ini memberikan cadangan untuk penyelidikan di masa depan dan untuk pengawal selia dan industri perbankan di Iraq.

Kata kunci: Saiz lembaga, kebebasan lembaga, kepakaran kewangan lembaga, jawatankuasa pengurusan risiko, prestasi syarikat, Iraq.

ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and Most Merciful. All my praises and gratitude to Allah, the Merciful, the creator and custodian of the Universe for His kindness, blessing and guidance, which has provided me the strength to face all the tribulations and trials in completing this project. No amount of gratitude will suffice my dad, and my Mum, who guide, natured me and brought me up as a Muslim and who laid down the solid foundation for my education dream turned into reality, thank you and God Bless. I am also grateful to all other family members and other well-wishers whose prayers and support have been of tremendous help.



First and foremost, I would like to extend my sincere appreciation to Dr. Siti Seri Delima Abdul Malik, for the valuable guidance's and more important for her enthusiastic encouragement and precious guidance for my master project. The completion of this study has been possible with her guidance. I would like to thank my reviewer, Dr. Zaimah Bt Abdullah for her valuable critiques of this research work. I owe a great deal of gratitude to Universiti Utara Malaysia for giving me the chance to pursue my higher education and to accomplish my purpose of getting this degree, as well as to whole Malaysia (government and friendly people).

I would like to dedicate my gratefulness to my parents, family members and friends for their unfailing support and continuous

encouragement throughout my study. This accomplishment would not have been possible without them. Finally, thank you for the cooperation, encouragement, and enthusiasm to those who are directly involved during preparation of this project paper. The journey of completing this project paper will be wonderful memories throughout my life.



Table of Contents

PERMISSION TO USE	iii
ABSTRACT.....	iv
ABSTRAK.....	v
ACKNOWLEDGEMENT	vi
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background to the Study	1
1.2 Problem Statement.....	5
1.3 Research Questions	10
1.4 Research Objectives	11
1.5 Significant of the Study.....	11
1.6. Scope and Limitations of the Study.....	12
1.7 Summary of the chapter	13
CHAPTER TWO.....	15
LITERATURE REVIEW	15
2.1. Introduction.....	15
2.2. Concept of Corporate Governance	15
2.3. Corporate Governance Principle and Compliance.....	18
2.4 The Iraq Code of Corporate Governance.....	19
2.5 Institutional and Regulatory Framework In Iraq.....	21
2.5.1 The Central Bank of Iraq.....	21
2.5.2 Iraqi Securities Commission	22
2.6 Concept of Bank Financial Performance.....	22
2.7 Review of Empirical Study.....	24
2.7.1 Board Size and Financial Performance	24
2.7.2 Board Independence and Financial Performance.....	26
2.7.3 Board Financial Expertise and Financial Performance.....	27
2.7.4 Risk Management Committee and Financial Performance	28
2.8. Theoretical Framework	29
2.9. Summary of The Study	31
CHAPTER THREE.....	32
RESEARCH METHODOLOGY	32

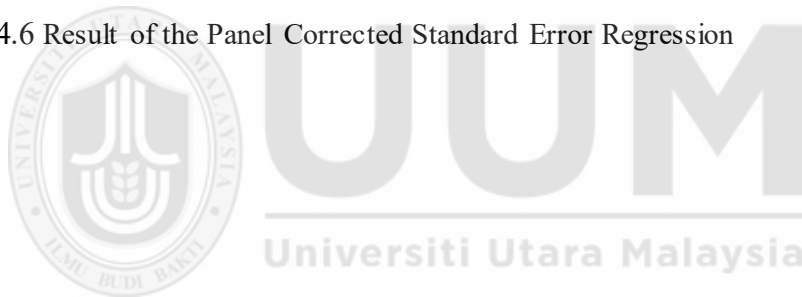
3.1 Introduction	32
3.2. Research Framework	32
3.3. Hypothesis Development.....	34
3.3.1 Board Size and Financial Performance	34
3.3.2 Board independence and Financial Performance	36
3.3.3 Board Financial Expertise and Financial Performance.....	37
3.3.4 Risk Management Committee and Financial Performance	38
3.4. Research Design	39
3.5. Population of the Study	40
3.5.1 Sample Size and Sampling Technique.....	40
3.6 Data Collection.....	41
3.7 Techniques for Data Analysis and Statistical Tools.....	41
3.7.1 Normality Test	42
3.7.2 Multicollinearity Test	42
3.7.3 Homoscedasticity Test.....	43
3.7.4 Autocorrelation Test.....	43
3.8 Measurement of Variables	44
3.8.1. Measurement of the Variables	44
3.9 Research Model.....	48
3.10. Summary the Chapter.....	48
CHAPTER FOUR.....	50
RESULT AND DISCUSSION	50
4.1. Introduction.....	50
4.2. Descriptive Statistics	50
4.3. Correlation Analysis	52
4.4 Kernel Density estimate	54
4.5. Test for Heteroskedasticity	56
4.6. Test for Multicollinearity.....	57
4.7. Test for Serial Correlation	58
4.8. Test for Cross-Sectional Dependency.....	58
4.9. Regression Analysis.....	59
4.9.1. ROA as Dependent Variable.....	60
4.9.2. Hypotheses Testing.....	60
4.12. Summary of the Chapter	64
CHAPTER FIVE.....	65
SUMMARY AND RECOMMENDATIONS.....	65
5.1. Introduction.....	65

5.2. Overview of the study.....	65
5.3. Implication of the Study.....	67
5.4. Limitation of the Study.....	67
5.5. Recommendation for Future Studies.....	68
5.6. Conclusion.....	68
REFERENCES.....	69



LIST OF TABLES

Table	Page
Table 2.1 Iraq Corporate Governance Manual	20
Table 3.1. Listed Banks in Iraq	40
Table 3.2. Summary of the Operationalization of Research Variables	47
Table 4.1 Summary of Descriptive Statistics	50
Table 4.2: Pearson correlation	54
Table 4.3 Breuch -Pagan / Cook -Weighberg Test	56
Table 4.4 Multicollinearity Test using Variance Inflation Factor	57
Table 4.5 Wooldridge test for Autocorrelation in Panel Data	58
Table 4.5 Pesaran's Cross-Sectional Dependency Test	59
Table 4.6 Result of the Panel Corrected Standard Error Regression	60



LIST OF FIGURES

Figure	Page
Figure 3.1 Research Framework	34
Figure 4.1 Kernel density estimate	55



LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
BSIZE	Board of Size
BINDE	Board Independence
BFEXP	Board Financial expertise
RMC	Risk Management Committee
CBI	Central Bank of Iraq
BAGE	Bank Age
FSIZE	Firm Size
ROA	Return on Asset
VIF	Variance Inflation Factor



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The financial strength of any country depends on the efficient and effective performance of the banking industry. The banking system's stability is an important element of good financial systems, as clearly shown by current growths worldwide (Gafoor, Mariappan & Thyagarajan, 2018). Thus, implementing a good corporate governance in banks is important. Thereby, the banking system would perform efficiently and boost public confidence (Fernandes, Farinha, Martins, & Mateus, 2017). O'Sullivan, Mamun, and Hassan (2016) argue that banking supervision cannot function well when good corporate governance is not instituted. Hence, effective corporate governance improves supervision and monitoring.

The Basel Committee on Banking Supervision (BCBS) stresses on the importance of good corporate governance practices of financial institutions to build investors' confidence and trust. Corporate governance aims to safeguard the shareholders from managers' opportunistic behaviour (Tran et al., 2020). Corporate governance defined the processes through which the affairs of institutions are controlled (Ujunwa, 2012). Good corporate governance principle promotes transparency, fairness, accountability, and responsibility in controlling the institution. Best corporate governance practice could result in higher firm performance (Orazalin, Mahmood, & Lee, 2016).

REFERENCES

- Abubakar, A. H., Ado, A. B., Bambale, S. A., & Amos, J.(2019). The Effect of Board Characteristics on the Financial Performance of Listed Banks in Nigeria. *Nigerian Journal of Accounting and Finance*, 10(2),3-7
- Abubakar, A. H., Ado, A. B., Mohamed, M. I., & Mustapha, U. A. (2018). The effect of risk management committee attributes and board financial knowledge on the financial performance of listed banks in Nigeria. *American International Journal of Business Management*, 1(5), 7-13.
- Adams, R. B., Hermalin, B. E., & Weisbach, M. S. (2010). The role of boards of directors in corporate governance: A conceptual framework and survey. *Journal of economic literature*, 48(1), 58-107.
- Adusei, M. (2011). Board structure and bank performance in Ghana. *Journal of Money, Investment and Banking*, 19(1), 72-84.
- Ahmed, N., Ahmed, Z., & Ahmed, I. (2010). Determinants of Capital Structure: A Case of Life Insurance Sector of Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 24, 7–12.
- Al Matari, E. M., Al Swidi, A. K., & Fadzil, F. H. B. (2014). Audit Committee Characteristics and Executive Committee Characteristics and Firm Performance in Oman: Empirical Study. *Asian Social Science*, 10(12), 98.

- Al Nimer, M., Warrad, L., & Al Omari, R. (2015). The impact of liquidity on Jordanian banks profitability through return on assets. *European Journal of Business and Management*, 7(7), 229-232.
- Al Nimer, M., Warrad, L., & Al Omari, R. (2015). The impact of liquidity on Jordanian banks profitability through return on assets. *European Journal of Business and Management*, 7(7), 229-232.
- Al, T. A., & Al, M. A. (2014). The Role Of Corporate Governance And Its Impact On The Share Price Of Industrial Corporations Listed On The Amman Stock Exchange. *European Journal of Accounting Auditing and Finance Research*, 2(6), 124-144.
- Alabdullah, T. T. Y., Nor, M. I., & Ries, E. (2018). The determination of firm performance in emerging nations: Do board size and firm size matter. *Management*, 5(3), 57-66.
- Ali, O., Ally, M., & Dwivedi, Y. (2020). The state of play of blockchain technology in the financial services sector: A systematic literature review. *International Journal of Information Management*, 54, 102199.
- Al-Saidi, M., & Al-Shammari, B. (2013). Board composition and bank performance in Kuwait: an empirical study. *Managerial Auditing Journal*.
- Alsartawi, A. M. (2019). Board independence, frequency of meetings and performance. *Journal of Islamic Marketing*.

- Al-Taie, B. F. K., Flayyih, H. H., & Talab, H. R. (2017). Measurement of income smoothing and its effect on accounting conservatism: An empirical study of listed companies in the Iraqi Stock Exchange. *International Journal of Economic Perspectives*, 11(3), 1058-1069.
- Al-Tameemi, A. H., & Abd-Alghafur, Q. A. (2020). The effect of strategic agility on organizational effectiveness Applied research at the Central Bank of Iraq. *Tikrit Journal of Administration and Economics Sciences*, 16(50 Part 1).
- Al-Waeli, A. J., Hanoon, R. N., Ageeb, H. A., & Idan, H. Z. (2020). Impact of Accounting Information System on Financial Performance with the Moderating Role of Internal Control in Iraqi Industrial Companies: An Analytical Study. *Jour of Adv Research in Dynamical & Control Systems*, 12(8), 246-261.
- Ames, D. A., Hines, C. S., & Sankara, J. (2018). Board risk committees: Insurer financial strength ratings and performance. *Journal of Accounting and Public Policy*, 37(2), 130-145.
- Amran, N. A., & Che Ahmad, A. (2009). Family Business, Board Dynamics and Firm Value: Evidence from Malaysia. *Journal of Financial Reporting and Accounting*, 7(1), 53-74.
- Amran, N. A., & Che Ahmad, A. (2010). Corporate Governance Mechanisms and Performance: Analysis of Malaysian Family and Non-Family Controlled Companies. *Journal of Modern Accounting and Auditing*, 6(2), 1-15.

- Arifina, N. B., & Tazilahb, M. D. A. B. K. (2016). Government ownership, debts, board characteristics and performance of government link companies in Malaysia. In *International Conference on Business, Accounting, Finance, and Economics (BAFE 2016)*.
- Arora, A., & Sharma, C. (2016). Corporate governance and firm performance in developing countries: evidence from India. *Corporate governance*.
- Arora, A., & Sharma, C. (2016). Corporate governance and firm performance in developing countries: evidence from India. *Corporate governance*.
- Ashoora, E. J., & Ismaelb, M. E. (2020). Has the legal Independence of the Central Bank of Iraq Improved?. *Assessment, 14*(4).
- Asika, N. (2004). Research methodology: A process approach. *Lagos: Mukugamu and Brothers Enterprises*.
- Asika, N. (2004). Research methodology: A process approach. *Lagos: Mukugamu and Brothers Enterprises*.
- Assenga, M. P., Aly, D., & Hussainey, K. (2018). The impact of board characteristics on the financial performance of Tanzanian firms. *Corporate Governance: The international journal of business in society*.
- Asteriou, D. And Hall, S. G. (2007). *Applied Econometrics: A Modern Approach Using Eviews And Microfit*, New York, Palgrave Macmillan; USA.

- Awolowo, I. F., Garrow, N., Clark, M. C., & Chan, D. (2018). Accounting scandals: Beyond corporate governance. In *9th Conference on Financial Markets and Corporate Governance (FMCG)*.
- Badu, L. A., & Appiah, K. O. (2017). The impact of corporate board size on firm performance: Evidence from Ghana and Nigeria. *Research in Business and Management*, *4*(2), 1-12.
- Baltagi, B. H., Jung, B. C., & Song, S. H. (2008). Testing for heteroskedasticity and serial correlation in a random effects panel data model. *Journal of Econometrics* (Vol. 154)
- Bebeji, A., Mohammed, A., & Tanko, M. (2015). The effect of board size and composition on the financial performance of banks in Nigeria. *African Journal of Business Management*, *9*(16), 590-598.
- Bebeji, A., Mohammed, A., & Tanko, M. (2015). The effect of board size and composition on the financial performance of banks in Nigeria. *African Journal of Business Management*, *9*(16), 590-598.
- Beck, N., & Katz, J. N. (1995). What to Do and Not to Do with Time-Series Cross-Section Data. *The American Political Science Review*, *89*(3), 634–647.
- Blanchard, C. M. (2009, July). Iraq: Oil and gas legislation, revenue sharing, and US policy. LIBRARY OF CONGRESS WASHINGTON DC CONGRESSIONAL RESEARCH SERVICE.

- Carneiro, L. A. F. (2006). *Corporate Risk Management with Reinsurance and Derivatives: Panel Data Methodology and New Results from Empirical Studies Using Australian Data*. University Of New South Wales.
- Chang, Y. (2002). Nonlinear IV-unit root tests in panels with cross-sectional dependency. *Journal of Econometrics*, 110, 261–292.
- Cohen, J., Krishnamoorthy, G., & Wright, A. (2017). Enterprise risk management and the financial reporting process: The experiences of audit committee members, CFO s, and external auditors. *Contemporary Accounting Research*, 34(2), 1178-1209.
- Coleman, A. And Nicholas- Biekpe, N. (2006): Does Board and CEO Matter For Bank Performance? A Comparative Analysis Of Banks In Ghana, *Journal of Business Management, University Of Stellenbosch Business School (USB), Cape Town, South Africa* Vol.13, Pp.46- 9.
- Conger, J. A., & Ready, D. A. (2004). Rethinking leadership competencies. *Leader to leader*, 2004(32), 41.
- Conger, J. A., & Ready, D. A. (2004). Rethinking leadership competencies. *Leader to leader*, 2004(32), 41.
- Dabari, I. J., & Saidin, S. Z. (2014). A theoretical framework on the level of risk management implementation in the Nigerian banking sector: The moderating effect of top management support. *Procedia-Social and Behavioral Sciences*, 164, 627-634.

- Darmadi, S. (2013). Board Members' Education and Firm Performance: Evidence from a Developing Economy. *International Journal of Commerce and Management*, 23(2), 113-135.
- De Andres, P., Azofra, V., & Lopez, F. (2005). Corporate boards in OECD countries: Size, composition, functioning and effectiveness. *Corporate Governance: An International Review*, 13(2), 197-210.
- Dionne, G., & Triki, T. (2005). Risk management and corporate governance: The importance of independence and financial knowledge for the board and the audit committee. *Cahier de recherche/Working Paper*, 5, 15.
- Doğan, B., & Ekşi, İ. H. (2020). The effect of board of directors' characteristics on risk and bank performance: Evidence from Turkey. *Economics and Business Review*, 6(3), 88-104.
- Doski, D. (2015). The necessity of issuing a corporate governance code for the Kurdistan Region. *Journal of Finance and Accountancy*, 18.
- Doski, D. (2015). The necessity of issuing a corporate governance code for the Kurdistan Region. *Journal of Finance and Accountancy*, 18.
- Easterbrook, F. H. (1984). Two agency-cost explanations of dividends. *The American economic review*, 74(4), 650-659.
- Elamer, A. A., & Benyazid, I. (2018). The impact of risk committee on financial performance of UK financial institutions. *International Journal of Accounting and Finance*, 8(2), 161-180.

- Elsharkawy, M., Paterson, A., & Sherif, M. (2018). Now you see me: Diversity, CEO education, and bank performance in the UK. *Investment management and financial innovations*.
- Fama, E. F., & Jensen, M. C. (1983). Separation of ownership and control. *The journal of law and Economics*, 26(2), 301-325.
- Fernandes, C., Farinha, J., Martins, F. V., & Mateus, C. (2017). Supervisory boards, financial crisis and bank performance: do board characteristics matter?. *Journal of banking regulation*, 18(4), 310-337.
- Fuzi, S. F. S., Halim, S. A. A., & Julizaerma, M. K. (2016). Board independence and firm performance. *Procedia Economics and Finance*, 37, 460-465.
- Gafoor, C. A., Mariappan, V., & Thyagarajan, S. (2018). Board characteristics and bank performance in India. *IIMB management review*, 30(2), 160-167.
- Gafoor, C. A., Mariappan, V., & Thyagarajan, S. (2018). Board characteristics and bank performance in India. *IIMB management review*, 30(2), 160-167.
- Galant, M. (2017). The stakeholders' theory as a starting point for the critique of corporate social responsibility. *Prace Naukowe Uniwersytetu Ekonomicznego We Wrocławiu*, (464), 31-42.
- Genser, B., Cooper, P. J., Yazdanbakhsh, M., Barreto, M. L., & Rodrigues, L. C. (2007). A guide to modern statistical analysis of immunological data. *BMC immunology*, 8(1), 1-15.

- Gottesman, A. A., & Morey, M. R. (2010). CEO educational background and firm financial performance. *Journal of Applied Finance (Formerly Financial Practice and Education)*, 20(2).
- Gray, S., & Nowland, J. (2017). The diversity of expertise on corporate boards in Australia. *Accounting & Finance*, 57(2), 429-463.
- Gregory, A., Jeanes, E., Tharyan, R., & Tonks, I. (2013). Does the stock market gender stereotype corporate boards? Evidence from the market's reaction to directors' trades. *British Journal of Management*, 24(2), 174-190.
- Gujarati, D. N. (2004). Basic econometrics - Economic series McGraw-Hill international editions: Economic series. ... *Econometrics*.
- Gujarati, D. N., & Porter, D. (2009). Basic Econometrics Mc Graw-Hill International Edition.
- Gutierrez, I., & Surroca, J. (2014). Revisiting corporate governance through the lens of the Spanish evidence. *Journal of Management & Governance*, 18(4), 989-1017.
- Hair Jr, J. F., Anderson, R. E., Tatham, R. L., & William, C. Black. (1995). *Multivariate Data Analysis*, 4.
- Halim, E. H., Mustika, G., Sari, R. N., Anugerah, R., & Mohd-Sanusi, Z. (2017). Corporate governance practices and financial performance: The mediating effect of risk management committee at manufacturing firms. *Journal of International Studies*, 10(4).
- Hamdan, A. M. M., & Al Mubarak, M. M. S. (2017). The impact of board independence on accounting-based performance. *Journal of Economic and Administrative Sciences*.

- Handriani, E., & Robiyanto, R. (2019). Institutional ownership, independent board, the board size, and firm performance: Evidence from Indonesia. *Contaduría y administración*, 64(3).
- Haniffa, R., & Hudaib, M. (2006). Corporate governance structure and performance of Malaysian listed companies. *Journal of Business Finance & Accounting*, 33(7-8), 1034-1062
- Hoyt, R. E., & Liebenberg, A. P. (2011). The Value of Enterprise Risk Management. *Journal of Risk and Insurance*, 78(4), 795-822.
- Huda, N., & Abdullah, M. N. (2013). Relationship between Ownership Structure and Dividend Policy: Empirical Evidence from Chittagong Stock Exchange. In *Proceedings of 9th Asian Business Research Conference* (Vol. 1, P. 22).
- Jadah, H. M., & Adzis, A. B. A. (2016). Board Characteristics and Bank Performance: Evidence from Iraq. *Journal of Independent Studies and Research: Management, Social Sciences and Economics*, 14(1), 29-41.
- Jadah, H. M., Murugiah, L. A., & Adzis, A. B. A. (2016). The effect of board characteristics on Iraqi banks performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(4), 205-214.
- Janabi, J. M. M., & Al-Rikabi, Z. H. Q. (2018). Factors of Failure of the Iraqi Banking System in the Implementation of the Decisions of the Basel Committee. *European Journal of Economics and Business Studies*, 4(1), 161-166.

- Janabi, J. M. M., & Al-Rikabi, Z. H. Q. (2018). Factors of Failure of the Iraqi Banking System in the Implementation of the Decisions of the Basel Committee. *European Journal of Economics and Business Studies*, 4(1), 161-166.
- Jarboui, S., Forget, P., & Boujelben, Y. (2015). Efficiency evaluation in public road transport: a stochastic frontier analysis. *Transport*, 30(1), 1-14.
- Jeanjean, T., & Stolowy, H. (2009). Determinants of board members' financial expertise—Empirical evidence from France. *The International Journal of Accounting*, 44(4), 378-402.
- Jensen, M. C. (1986). Agency costs of free cash flow, corporate finance, and takeovers. *The American economic review*, 76(2), 323-329.
- Jensen, M. C. (1993). The Modern Industrial Revolution, Exit, and the Failure of Internal Control Systems. *The Journal of Finance*, 48(3), 831-880.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of financial economics*, 3(4), 305-360.
- Jia, J., & Bradbury, M. E. (2020). Complying with best practice risk management committee guidance and performance. *Journal of Contemporary Accounting & Economics*, 16(3), 100225.
- Jia, J., & Bradbury, M. E. (2020). Risk management committees and firm performance. *Australian Journal of Management*, 0312896220959124.

- Johl, S. K., Kaur, S., & Cooper, B. J. (2015). Board characteristics and firm performance: Evidence from Malaysian public listed firms. *Journal of Economics, Business and Management*, 3(2), 239-243.
- Johl, S. K., Kaur, S., & Cooper, B. J. (2015). Board characteristics and firm performance: Evidence from Malaysian public listed firms. *Journal of Economics, Business and Management*, 3(2), 239-243.
- Kakanda, M. M. (2017). Board attributes, risk management, and firm performance: an analysis of listed financial service firms in Nigeria (Doctoral dissertation, Universiti Utara Malaysia).
- Kakanda, M. M., Salim, B., & Chandren, S. (2017). Corporate governance reform and risk management disclosures: evidence from Nigeria. *Business and Economic Horizons (BEH)*, 13(1232-2017-2427), 357-367.
- Kallamu, B. S. (2015). Risk management committee attributes and firm performance. *International Finance and Banking*, 2(2), 2374-2089.
- 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.
- Karamanou, I., & Vafeas, N. (2005). The association between corporate boards, audit committees, and management earnings forecasts:

An empirical analysis. *Journal of Accounting research*, 43(3), 453-486.

Khalaf, A. H. (2018). Foreign exchange market pressure index and monetary policy in Iraq. *Economic Annals*, 63(219), 61-82.

Khan, H. (2011, December). A literature review of corporate governance. In *International Conference on E-business, management and Economics* (Vol. 25, No. 1, pp. 1-5).

Klapper, L. F., & Love, I. (2003). Corporate governance, investor protection, and performance in emerging markets. *Journal of Corporate Finance*, 10(5), 703–728.

Kor, Y. Y., & Sundaramurthy, C. (2009). Experience-based human capital and social capital of outside directors. *Journal of management*, 35(4), 981-1006.

Kyereboah-Coleman, A., & Biekpe, N. (2005). The relationship between board size, board composition. *CEO duality and firm performance: experience from Ghana*.

Kyereboah-Coleman, A., & Osei, K. A. (2008). Outreach and profitability of microfinance institutions: the role of governance. *Journal of Economic Studies*, 35(3), 236-248.

Larasati, D. A., Ratri, M. C., Nasih, M., & Harymawan, I. (2019). Independent audit committee, risk management committee, and audit fees. *Cogent Business & Management*, 6(1), 1707042.

Latif, B. I. L. A. L., Shahid, M. N., Haq, M. Z. U., Waqas, H. M., & Arshad, A. R. B. A. B. (2013). Impact of Corporate Governance

- on Firm Performance: Evidence from Sugar Mills of Pakistan. *European Journal of Business and Management*, 5(1), 51-59.
- Lazzem, S., & Jilani, F. (2018). The impact of leverage on accrual-based earnings management: The case of listed French firms. *Research in International Business and Finance*. 44, 350-358.
- Lehn, K. M., Patro, S., & Zhao, M. (2009). Determinants of the Size and Composition of US Corporate Boards: 1935, 2000. *Financial Management*, 38(4), 747-780.
- Liang, Q., Xu, P., & Jiraporn, P. (2013). Board characteristics and Chinese bank performance. *Journal of Banking & Finance*, 37(8), 2953-2968.
- Liang, Q., Xu, P., & Jiraporn, P. (2013). Board characteristics and Chinese bank performance. *Journal of Banking & Finance*, 37(8), 2953-2968.
- Lin, C. (2011). An examination of board and firm performance: evidence from Taiwan. *The International Journal of Business and Finance Research*, 5(4), 17-35.
- Lipton, M., & Lorsch, J. W. (1992). A modest proposal for improved corporate governance. *The business lawyer*, 59-77.
- Lipton, M., & Lorsch, J. W. (1992). A modest proposal for improved corporate governance. *The business lawyer*, 59-77.
- Liu, Y., Miletkov, M. K., Wei, Z., & Yang, T. (2015). Board independence and firm performance in China. *Journal of Corporate Finance*, 30, 223-244.

- Liu, Y., Miletkov, M. K., Wei, Z., & Yang, T. (2015). Board independence and firm performance in China. *Journal of Corporate Finance*, 30, 223-244.
- Madhani, P. M. (2017). Diverse roles of corporate board: Review of various corporate governance theories. *The IUP Journal of Corporate Governance*, 16(2), 7-28.
- Maggiolini, P. (2013). Images, Views, and Landscapes of the Holy Land: Catholic and Protestant Travels to Ottoman Palestine during the 19th Century. *Quest: Issues in Contemporary Jewish History*, 6, 19-47.
- Makki, M. A. M., & Lodhi, S. A. (2014). Impact of Corporate Governance on Intellectual Capital Efficiency and Financial Performance. *Pakistan Journal of Commerce & Social Sciences*, 8(2).
- Mallin, C. (2012). Institutional investors: the vote as a tool of governance. *Journal of Management & Governance*, 16(2), 177–196.
- Mallin, C., Melis, A., & Gaia, S. (2015). The remuneration of independent directors in the UK and Italy: An empirical analysis based on agency theory. *International Business Review*, 24(2), 175-186.
- Mayer, C (1999): *Corporate Governance in the UK*. A Paper Presented At The Conference On Corporate Governance: A Comparative Perspective, Held In University Of Oxford On 16th October.
- Medne, A., & Lapina, I. (2019). Sustainability and continuous improvement of organization: Review of process-oriented performance

indicators. *Journal of Open Innovation: Technology, Market, and Complexity*, 5(3), 49.

- Mejia, S. (2019). Weeding Out Flawed Versions of Shareholder Primacy: A Reflection on the Moral Obligations That Carry Over from Principals to Agents. *Business Ethics Quarterly*, 29(4), 519-544.
- Minton, B. A., Taillard, J.P., & Williamson, R. (2010). *Do independence and financial expertise of the board matter for risk taking and performance?* Charles A. Dice Center for Research in Financial Economics.
- Mitchell, R. K., Weaver, G. R., Agle, B. R., Bailey, A. D., & Carlson, J. (2016). Stakeholder agency and social welfare: Pluralism and decision making in the multi-objective corporation. *Academy of Management Review*, 41(2), 252-275.
- Mohammed, M. A., bitu Ibrahim, H., Hussein, A. H., & Anad, M. M. (2013, December). General e-government Structure for Iraqi decentralization government. In *2013 IEEE Conference on e-Learning, e-Management and e-Services* (pp. 152-156). IEEE.
- Mohammed, S. A. S. A. N., & Muhammed, D. J. (2017). Financial crisis, legal origin, economic status and multi-bank performance indicators. *Journal of Applied Accounting Research*.
- Moundigbaye, M., Rea, W. s, & Reed, R. W. (2018). Which Panel data Estimator Should I use? Corrigendum and extension. *Economics*, 12(4), 0-32

- Murphy, M. E. (2011). Assuring responsible risk management in banking: The corporate governance dimension. *Del. J. Corp. L.*, 36, 121.\
- Najim, B. (2013). Integrative Role of Internal Audit in the Effectiveness of Institutional Control a Prospective Study in A Sample of Iraqi Banks and Companies. *Economic Journal, University of Basra*, 24, 16-17.
- Naseem, M. A., Xiaoming, S., Riaz, S., & Rehman, R. U. (2017). Board attributes and financial performance: the evidence from an emerging economy. *The journal of developing areas*, 51(3), 281-297.
- Nawaiseh, M. E. (2015). Do firm size and financial performance affect corporate social responsibility disclosure: Employees' and environmental dimensions? *American Journal of Applied Sciences*, 12(12), 967.
- Ng, T. H., Chong, L. L., & Ismail, H. (2013). Is the risk management committee only a procedural compliance? An insight into managing risk taking among insurance companies in Malaysia. *The Journal of Risk Finance*.
- O'Sullivan, J., Mamun, A., & Hassan, M. K. (2016). The relationship between board characteristics and performance of bank holding companies: before and during the financial crisis. *Journal of Economics and Finance*, 40(3), 438-471.
- Ofori, D. F., Nyuur, R. B., & S-Darko, M. D. (2014). Corporate social responsibility and financial performance: Fact or fiction? A look at Ghanaian banks. *Acta Commercii*, 14(1), 11.

- Ojah, Malik, & Ali, (2019). Capitalsolvency and its impact on the stock prices of banks Listed on Iraq Stock Exchange- Applying to National Bank of Iraq. *International Journal of Multidisciplinary Research and Publications (IJMRAP)* ,2(5), 31-36.
- Ongore, V. O. (2011). The relationship between ownership structure and firm performance: An empirical analysis of listed companies in Kenya. *African Journal of Business Management*, 5(6), 2120.
- Orazalin, N., Mahmood, M., & Lee, K. J. (2016). Corporate governance, financial crises and bank performance: lessons from top Russian banks. *Corporate Governance: The international journal of business in society*.
- Özbek, A. (2015). Performance analysis of public banks in Turkey. *International Journal of Business Management and Economic Research (IJBMER)*, 6(3), 178-186.
- Ping, T. A., & Muthuveloo, R. (2015). The impact of enterprise risk management on firm performance: Evidence from Malaysia. *Asian Social Science*, 11(22), 149.
- Puspitaningrum, D., & Atmini, S. (2012). Corporate governance mechanism and the level of internet financial reporting: Evidence from Indonesian companies. *Procedia Economics and Finance*, 2, 157-166.
- Rahman, R. A., Kighir, A., Oyefeso, L. O., & Salam, O. A. (2013). Risk management disclosure practices of Islamic banks in the Mena region: an empirical analysis. *Middle-East Journal of Scientific Research*, 15(1), 152-160.

- Rapani, N. H. A., & Malim, T. (2020). The correlation between internal control components and the financial performance of iraqi banks a literature review.
- Rapani, N. H. A., & Malim, T. (2020). The correlation between internal control components and the financial performance of iraqi banks a literature review.
- Rashid, A. (2018). Board independence and firm performance: Evidence from Bangladesh. *Future Business Journal*, 4(1), 34-49.
- Rashid, M. M. (2020). Ownership structure and firm performance: the mediating role of board characteristics. *Corporate Governance: The International Journal of Business in Society*.
- Riyadh, H. A., Sukoharsono, E. G., & Alfaiza, S. A. (2019). The impact of corporate social responsibility disclosure and board characteristics on corporate performance. *Cogent Business & Management*, 6(1), 1647917.
- Rostami, S., Rostami, Z., & Kohansal, S. (2016). The effect of corporate governance components on return on assets and stock return of companies listed in Tehran stock exchange. *Procedia Economics and Finance*, 36, 137-146.
- Sanda, A. U., Mikailu, A. S., & Garba, T. (2005). *Corporate Governance Mechanisms and Firms' Financial Performance in Nigeria. The African Economic Research Consortium* (Vol. 2). [Http://Doi.Org/10.1504/AAJFA.2010.035193](http://doi.org/10.1504/AAJFA.2010.035193).

- Sannchez-Ballesta, J. P., & Garcia-Meca, E. (2007). Ownership structure, discretionary accruals and the informativeness of earnings. *Corporate Governance*, 15(4), 677–691.
- Sarwar, B., Xiao, M., Husnain, M., & Naheed, R. (2018). Board financial expertise and dividend-paying behavior of firms. *Management Decision*.
- Shakir, R. (2008). Board size, executive directors and property firm performance in Malaysia. *Pacific Rim Property Research Journal*, 14(1), 66–80.
- Shan, Y. G. (2019). Managerial ownership, board independence and firm performance. *Accounting Research Journal*.
- Shleifer, A., & Vishny, R. W. (1997). A survey of corporate governance. *The Journal of Finance*, 52(2), 737–783.
- Shukeri, S. N., Shin, O. W., & Shaari, M. S. (2012). Does board of director's characteristics affect firm performance? Evidence from Malaysian public listed companies. *International Business Research*, 5(9), 120.
- Siahaan, F. O. (2014). The effect of good corporate governance mechanism, leverage, and firm size on firm value. *GSTF Journal on Business Review (GBR)*, 2(4).
- Solomon, J. (2020). *Corporate governance and accountability*. John Wiley & Sons.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics*. *PsycCritiques* (Vol 28).

- Talab, H. R., Manaf, K. B. B. A., & Malak, S. S. D. B. A. (2018). Internal audit function, ownership structure and firm performance in Iraq. *Journal of Engineering and Applied Sciences*, 13(8), 2098-2102.
- Talavera, O., Yin, S., & Zhang, M. (2018). Age diversity, directors' personal values, and bank performance. *International Review of Financial Analysis*, 55, 60-79.
- Talavera, O., Yin, S., & Zhang, M. (2018). Age diversity, directors' personal values, and bank performance. *International Review of Financial Analysis*, 55, 60-79.
- Tao, N. B., & Hutchinson, M. (2013). Corporate governance and risk management: The role of risk management and compensation committees. *Journal of Contemporary Accounting & Economics*, 9(1), 83-99.
- Tariq, Y. B., & Abbas, Z. (2013). Compliance and multidimensional firm performance: Evaluating the efficacy of rule-based code of corporate governance. *Economic Modelling*, 35, 565-575.
- Tarraf, H. (2011). The role of corporate governance in the events leading up to the global financial crisis: Analysis of aggressive risk-taking.
- Tauseef, S., Lohano, H. D., & Khan, S. A. (2015). Effect of debt financing on corporate financial performance: evidence from textile firms in Pakistan. *Pakistan business review*, 903.
- Terjesen, S., Couto, E. B., & Francisco, P. M. (2016). Does the presence of independent and female directors impact firm performance?

A multi-country study of board diversity. *Journal of Management & Governance*, 20(3), 447-483.

Thompson, M. (2006). Representing data distributions with kernel density estimates. *AMC Technical Brief*, (4), 1–2.

Topak, M. S. (2011). The effect of board size on firm performance: Evidence from Turkey. *Middle Eastern Finance and Economics*, 14(1), 1450-2889.

Tornyeva, K., & Wereko, T. (2012). Corporate governance and firm performance: Evidence from the insurance sector of Ghana. *European Journal of Business and Management*, 4(13).

Tran, T. T., Do, N. H., & Nguyen, Y. T. (2020). Impact of board characteristics on bank risk: The case of Vietnam. *The Journal of Asian Finance, Economics, and Business*, 7(9), 377-388.

Tulung, J. E., & Ramdani, D. (2018). Independence, size and performance of the board: An emerging market research. *Corporate Ownership & Control*, 15(2).

Tulung, J. E., & Ramdani, D. (2018). Independence, size and performance of the board: An emerging market research. *Corporate Ownership & Control*, 15(2).

Tulung, J. E., & Ramdani, D. (2018). Independence, size and performance of the board: An emerging market research. *Corporate Ownership & Control*, 15(2).

Turnbull, S. (1997). Corporate governance: Its scope, concerns and theories. *Corporate Governance: An International Review*, 5(4), 180-205.

- Uadiale, O. M. (2010). The Impact of Board Structure on Corporate Financial Performance in Nigeria. *International Journal of Business and Management*, 5(10), 155.
- Ujunwa, A. (2012). Board characteristics and the financial performance of Nigerian quoted firms. *Corporate Governance: The international journal of business in society*.
- Umaah Alsmarraie, B. A. (2018). *Corporate governance practices in Iraq: A descriptive study of listed companies* (Master's thesis, Çankaya Üniversitesi).
- Van Greuning, H., & Bratanovic, S. B. (2020). *Analyzing banking risk: a framework for assessing corporate governance and risk management*. World Bank Publications.
- Van Ness, R. K., Miesing, P., & Kang, J. (2010). Board of director composition and financial performance in a Sarbanes-Oxley world. *Academy of Business and Economics Journal*, 10(5), 56-74.
- Vintila, G., & Gherghina, S. C. (2012). An empirical investigation of the relationship between corporate governance mechanisms, CEO characteristics and listed companies' performance. *International Business Research*, 5(10), 175.
- Voeller, D., Bremert, M., & Zein, N. (2013). Interdependencies between auditing and corporate governance—evidence from Germany. *Schmalenbach Business Review*, 65, 198-226.

- Vogelsang, T. J. (2012). Heteroskedasticity, autocorrelation, and spatial correlation robust inference in linear panel models with fixed-effects. *Journal of Econometrics*, 166(2), 303–319.
- W. F. Wan Yusoff and A. Armstrong, “What competencies should directors possess? Malaysia perspective,” *International Journal of Business and Management*, vol. 7, no. 2, pp. 142-149, 2012
- Wahba, H. (2015). The joint effect of board characteristics on financial performance: Empirical evidence from Egypt. *Review of Accounting and Finance*.
- Wang, C., Xie, F., & Zhu, M. (2015). Industry expertise of independent directors and board monitoring. *Journal of Financial and Quantitative Analysis*, 50(5), 929-962.
- Wong, S. P. (2012). *The impact of culture on risk management disclosures: an exploratory study of international banks* (Doctoral dissertation, Southern Cross University).
- Wooldridge, J. M. (2003). Cluster-Sample Methods in Applied Econometrics. *The American Economic Review*, 93(2), 133–138.
- World Bank Groups, IFC, (2016), *The Corporate Secretary, The Governance Professional*, The International Finance Corporation, Washington.
- Y. Y. Kor and C. Sundararamurthy, Experience-based human capital and social capital of outside directors. *Journal of Management*, vol. 35, no. 44, pp. 981-1006, 2009.
- Yaseen, A. S. (2018). *Analysis of the impact of risk management on the degree of safety in the banking system in Iraq according to Basel*

committee guidelines (Doctoral dissertation, Katedra Finansów i Systemów Finansowych).

Yatim, P. (2009). Audit Committee Characteristics and Risk Management of Malaysian Listed Firms. *Malaysian Accounting Review*, 8(1), 19-36.

Yatim, P. (2009). Audit committee characteristics and risk management of Malaysian listed firms. *Management & Accounting Review (MAR)*, 8(1), 19-36.

Yeh, C. M. (2018). Does board governance matter for foreign institutional investors to invest in listed tourism firms?. *Tourism Management*, 68, 66-78.

Zagorchev, A., & Gao, L. (2015). Corporate governance and performance of financial institutions. *Journal of Economics and Business*, 82, 17-41.

Zattoni, A., Witt, M. A., Judge, W. Q., Talaulicar, T., Chen, J. J., Lewellyn, K & van Ees, H. (2017). Does board independence influence financial performance in IPO firms? The moderating role of the national business system. *Journal of World Business*, 52(5), 628-639.