



**UniMAP**

**CORPORATE GOVERNANCE AND  
PERFORMANCE OF ISLAMIC AND  
CONVENTIONAL BANKS  
IN JORDAN:  
A BALANCED SCORECARD APPROACH**

by

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## LIST OF ABBREVIATIONS

ROA	Return on assets
ROE	Return on Equity
PM	Profit margin
CL-R	Client related
IB	Internal Business
LI	Learning & Innovation
EMP-R	Employee related
FINAVG	Financial Average
FRQ	Financial Reporting Quality
CSR	Corporate Social Responsibility
IC	Intellectual Capital
IslmD	Islamic Deposits and Profits
IslmP&S	Islamic Procedures, Products, and Services
ShariahCom	Shariah Advisory Council

## LIST OF STATISTICAL SYMBOLS

B	Coefficient Beta
CV	Coefficient of variation
df	Degree(s) of freedom
f	Frequency
F	F-distribution variable
n	Sample size
N	Population size
p- value	The attained level of significance
R or r	Sample Correlation Coefficient
R <sup>2</sup>	Multiple correlation Coefficient
r <sup>2</sup>	Coefficient of determination
S or SD	Sample standard deviation
X or IDV	Independent variable or explanatory variable in regression analysis
Y or DV	Dependent variable or response variable in regression analysis
Z	Moderating variable which may affect relation between the variables
z-score	Standard normal variable (mean=0 & SD=1)
$\mu$	Arithmetic mean or average of the population
$\epsilon$	Error term in regression used to denote an arbitrarily small number
$\alpha$	alpha is type I error or level of significance
$\beta$	Beta is type II error or power of the test
$\Sigma$	Summation

## Tadbir Urus Korporat dan Prestasi Bank Islam dan Konvensional di Jordan: Satu Pendekatan Balance scorecard

### ABSTRAK

Kemelesetan ekonomi global dan kegagalan dalam sektor perbankan menunjukkan bahawa undang-undang dan peraturan bank yang tidak efektif telah digunapakai sebelum ini. Melaksanakan kaedah yang dikenali sebagai tadbir urus korporat, mungkin dapat menyelamatkan dunia dari krisis global sebelum ini. Kajian ini adalah bertujuan untuk membandingkan kesan mekanisme tadbir urus (kualiti laporan kewangan, tanggungjawab sosial korporat, dan modal intelektual) terhadap prestasi untuk kedua-dua bank Islam dan konvensional di Jordan. Prestasi Bank telah dibahagikan kepada perspektif kewangan (keuntungan, aktiviti pekerja, kecairan dan kualiti aset) dan perspektif bukan kewangan (berkaitan pelanggan, perniagaan dalaman, pembelajaran & inovasi, dan berkaitan pekerja), berasaskan "balanced scorecard". Kebanyakan kajian sebelum ini telah mengeneppikan sector perbankan daripada kajian "balance scorecard". Kajian ini bertujuan untuk menjelaskan bagaimana prestasi sesebuah bank dipengaruhi oleh tadbir urus korporat. Jordan sebagai sebuah Negara Islam yang mempunyai peraturan tambahan berdasarkan Syariah dan agama, maka kajian ini bertujuan untuk melihat bagaimana peraturan syariah memberi kesan terhadap prestasi bank Islam. Analisa kajian dibahagikan kepada dua: Pertama, menganalisa prestasi kewangan bank berdasarkan laporan kewangan tahunan 2011-2014 menggunakan perkiraan nisbah. Jumlah bank di Jordan adalah terdiri daripada 21 bank konvensional dan 4 bank Islam. Kemungkinan keputusan kajian adalah tidak signifikan, disebabkan oleh kumpulan yang berbeza dan kecil, maka kajian ini telah menambahkan penggunaan bilangan nisbah yang digunakan. Keputusan kajian yang berkaitan dengan prestasi kewangan telah menunjukkan bahawa bank konvensional mencapai prestasi yang lebih baik berbanding dengan bank Islam, kecuali dari segi keupayaan untuk menampung pengeluaran yang tidak dijangka. Selain itu, bank konvensional kurang berisiko berbanding bank Islam. Keputusan ini telah menyokong penemuan kajian sebelum ini. Kedua, kajian yang dijalankan melalui soal selidik berstruktur yang diedarkan kepada pengurus cawangan 206 buah bank; menunjukkan bahawa tanggungjawab sosial korporat tidak mempunyai pengaruh ke atas perspektif kewangan dan bukan kewangan bank. Walaubagaimana pun, kualiti laporan kewangan dan modal intelek mempunyai kesan ke atas perspektif kewangan dan bukan kewangan, tanpa apa-apa perbezaan yang signifikan antara kedua-dua jenis bank kecuali untuk perspektif yang berkaitan dengan pekerja, bank-bank konvensional seolah-olah menyedari kepentingan pekerja lebih daripada bank-bank Islam. Selepas mengambil kira faktor syariah dan keagamaan sebagai moderator, keputusan telah menunjukkan betapa pentingnya tanggungjawab sosial korporat. Keputusan kajian menunjukkan Majlis Penasihat Syariah tidak mempunyai pengaruh ke atas pembolehubah. Oleh kerana "balance scorecard" adalah berdasarkan "Teori Stakeholders", adalah agak sukar untuk memberi penjelasan yang tepat kepada semua pihak dan ini adalah merupakan limitasi utama kepada kajian ini. Selanjutnya, kajian lanjut adalah disyorkan untuk menyiasat tadbir urus korporat dan prestasi dari perspektif yang berbeza, untuk memeriksa dengan lebih rapat keputusan dan hubungan, atau untuk menyiasat perspektif sama dengan lebih mendalam.