Arab American University

Faculty of Graduate Studies

Department of Administrative and Financial Sciences

Ph.D. Program in Accounting and Finance

The Profitability Symphony: Orchestrating Success with Banks Internal Factors and the Moderating Role of Corporate Governance - Insights from Palestine

Naji Anton Rock Alslaibi

202216448

Dissertation Committee:

Prof. Zahran Daraghma

Dr. Naser AbdelKarim

Prof. Veronica Paz

This Dissertation Was Submitted in Partial Fulfilment of the Requirements for the Doctor of Philosophy (Ph.D.) Degree in Accounting and Finance.

Palestine, 8/2025

© Arab American University. All rights reserved.

Arab American University

Faculty of Graduate Studies

Department of Administrative and Financial Sciences

Ph.D. Program in Accounting and Finance

Dissertation Approval

The Profitability Symphony: Orchestrating Success with Banks Internal Factors and the Moderating Role of Corporate Governance - Insights from Palestine

Naji Anton Rock Alslaibi

202216448

This dissertation was defended successfully on 27/8/2025 and approved by:

Dissertation Committee Members:

Name	Title	Signature
1. Prof. Zahran Daraghma	Main Supervisor	
2. Dr. Naser AbdelKarim	Member of Dissertation Committee	
3. Prof. Veronica Paz	Member of Dissertation Committee	

Palestine, 8 / 2025

Declaration

I declare that, except where explicit reference is made to the contribution of others, this dissertation is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

Student Name: Naji Anton Rock Alslaibi

Student ID: 202216448

Signature: Naji Alslaibi

Date of Submitting the Final Version of the Dissertation: 22/09/2025

Acknowledgments

First and foremost, I am deeply grateful to God for granting me the strength, patience, and perseverance to complete this journey. His guidance has been my constant companion through every challenge and achievement.

I would like to extend my heartfelt thanks to my wonderful wife, whose unwavering support and understanding made this experience possible. Her ability to maintain a peaceful and encouraging home environment gave me the space and clarity to focus on my research, and I am forever grateful for her presence by my side.

To my children, thank you for bearing with me during this demanding period. Your patience, love, and light-hearted moments helped ease the pressure and brought much-needed laughter and balance into my life.

I am sincerely thankful to my parents for their continuous encouragement, emotional support, and belief in me. Their presence has always been a source of strength and motivation.

Lastly, I would like to express my appreciation to my friends and extended family members who, in their own ways, provided support, kind words, and occasional distractions that made the process more manageable and less isolating.

To all of you—thank you for being part of this journey.

The Profitability Symphony: Orchestrating Success with Banks Internal Factors and the Moderating Role of Corporate Governance - Insights from Palestine

Naji Anton Rock Alslaibi

Prof. Zahran Daraghma

Dr. Naser Abdelkarim

Prof. Veronica Paz

Abstract

This study investigates the influence of internal organizational factors—including organizational culture, CEO mindset, CEO letter sentiment, leadership style, and corporate governance—on the profitability of Palestinian banks. It also examines the moderating role of corporate governance in enhancing the relationship between these factors and firm performance.

A mixed-method approach was employed, combining survey data from banking professionals with secondary financial data from annual reports of Palestinian banks (2020–2024). Structural equation modeling (SEM) and panel regression were used to test five key hypotheses. The study also conducted sentiment analysis on CEO letters to stakeholders and incorporated governance features as moderating variables.

The results confirm that organizational culture, CEO mindset, CEO letters, and leadership style have significant positive effects on profitability, measured through ROA and Tobin's Q. Moreover, corporate governance significantly moderates the relationship between internal factors and profitability, reinforcing the value of strong governance frameworks in driving sustainable performance.

This research extends the application of Upper Echelons Theory, Behavioral Theory of the Firm, Agency Theory, and Signaling Theory within the context of emerging markets. It integrates psychological, behavioral, and structural variables into a comprehensive model of profitability.

Bank managers and policymakers can enhance profitability by cultivating a strong organizational culture, promoting visionary leadership, and institutionalizing governance best practices. CEO sentiment in stakeholder communications also provides predictive insights for investors.

The study is limited to Palestinian banks, which may reduce generalizability. Future research could extend the model across different sectors or regions, explore cross-cultural leadership dimensions, or incorporate machine learning in sentiment and governance analytics.

Keywords: Organizational Culture, CEO Mindset, CEO Letters, Leadership Style, Corporate Governance.

Table of Contents

#	Title	Page
Declaration		I
Acknowledgments		II
Abstract		III
List of Tables		V
List of Figures		VI
List of Appendices		VII
List of Definitions of Abbreviations		VIII
Chapter One: Introduction		1
Chapter Two: Literature Review		13
Chapter Three: Methodology		73
Chapter Four: Results		85
Chapter Five: Conclusion		126
References		138
Appendices		163
ملخص		178

List of Tables

Table #	Title of Table	Page
3.1	Summary of Study Variables	77
4.1	Sample Demographics	85
4.2	Descriptive leadership style per bank	92
4.3	CEO Mindset Descriptive Statistics	93
4.4	Organizational Mindset Descriptive Statistics	94
4.5	Organizational Culture Descriptive Statistics	96
4.6	Descriptive Statistics	101
4.7	Variance inflation factor	103
4.8	Matrix of correlations	103
4.9	Cronbach Alpha Results	104
4.10	Panel Regression results	110
4.11	Dynamic panel-data estimation, two-step system GMM for Organizational Culture	111
4.12	Panel Regression results	113
4.13	Dynamic panel-data estimation, two-step system GMM for sentiment	114
4.14	Panel Regression results	117
4.15	Dynamic panel-data estimation, two-step system GMM for mindset	117
4.16	Random-effects GLS regression	119
4.17	Random-effects GLS regression with moderation	120
4.18	Panel Regression Regression results	123
4.19	Dynamic panel-data estimation, two-step system GMM Leadership	124

List of Figures

Figure #	Title of Figure	Page
1.1	Illustrates the research model	9
3.1	Study Variables	84
4.1	Gender	86
4.2	Age Categories	87
4.3	Education Level	87

List of Appendices

Appendix #	Title of Appendix	Page
I	Research Questionnaire Arabic	161
II	Research Questionnaire English	166
II	Names of arbitrators for questionnaire	175

List of Definitions of Abbreviations

Abbreviations	Title
ROA	Return on Assets
TQ	Tobin's Q
OC	Organizational Culture
CEO	Chief Executive Officer
OC	Organizational Culture
CS	CEO Sentiment
M	CEO Mindset
LS	Leadership Style
CG	Corporate Governance
FP	Firm Performance
MO	Managerial Ownership
CV	Control Variables
CS	Company Size
FA	Firm Age
BT	Bank Type
FL	Financial Leverage
GDPR	GDP Growth Rate
LDR	Loan-to-Deposit Ratio
OO	Ownership Origin
CD	Chairman Duality (dummy variable)

Chapter One: Introduction

In the contemporary business world, managing and achieving profitability are among the most critical challenges that companies face in all sectors. Profitability is not just a final goal, but an ongoing process that requires consensus and coordination between several internal and external factors (Tuan, 2010). Understanding internal non-financial factors such as organizational culture, CEO mindset, CEO letters to stakeholders, corporate governance, and leadership style together represents a significant challenge for companies wanting to achieve sustainable success and strong financial performance (Chigudu et al., 2019).

Evaluating institutions' financial performance is particularly important in all societies and economic systems, given the scarcity of financial resources compared to their significant needs (Siepel & Dejardin, 2020). One of the most important challenges institutional managers face is the use of the best financial resources available. The goal of analyzing and evaluating the financial performance of companies and institutions is evident in different ways of providing financial information to all parties interested in the organization's activities to identify their strengths and weaknesses (Taouab & Issor, 2019) .Given the repeated and successive occurrence of financial crises in the global economy in general, and in the economies of many countries in particular, and the proven causal relationship between these crises and the faltering, declining, or sometimes reckless financial performance of many financial institutions in some countries, the importance of evaluating financial performance based on urgent needs has increased (Catão et al., 2023). Knowing the nature and level of performance of companies and addressing the negative performance of some and their unaccounted tendency toward risk pose an actual danger to the entire economy (Dodoo et al., 2023) .Profitability is the result of different policies applied to manage different aspects of a business, and relates to the link between the company's profits and the investments made to achieve those profits (Bansal et al., 2018) .Therefore, corporate profitability can be summarized as a measure of the effectiveness of a company's financial policies, demonstrating its ability to produce stable income while accounting for operating costs and other organizational expenses, and clarifying its financial performance (Harb, 2019).

Deal and Kennedy (1983), among others, are the foundations of organizational culture (OC). OC represents the values, beliefs, and behaviors that characterize a particular company, and is critical in determining how employees interact with the work environment and achieve the company's goals (Zaman et al., 2020). As fundamental social entities, organizations develop a distinctive cultural identity over time as they are established and expanded (Bamidele, 2022). The concept that OC provides a systematic, flexible, and innovative approach to comprehending organizational operations has generated enthusiasm for OC within human resource management (Lubis & Hanum, 2020). Additionally, company culture influences employee behavior, as every individual has a unique character; likewise, every company has one (Grover et al., 2022). Thus, a community gives an entity its unique identity; an assembly of individuals who work together has an invisible but powerful force called OC, which affects how each group member behaves. When an organization acquires structural permanence, appropriate behavioral modes become self-evident to its members (Nabella et al., 2022). This view holds that organizational culture is more critical to performance than structure, politics, or policy (Aydın, 2018). Additionally, organizational culture fosters cohesion and unity, and piques workers' creativity and excitement to increase a business's financial efficiency (Xenikou, 2022). Organizational culture can play a role in attaining sustainable success if the values and cultural vision align with profitability objectives (Isensee et al., 2020). Organizational culture is one of the many elements that influences profitability, as it is a crucial factor in determining how employees interact with their work environment and accomplish a company's objectives (Jusriadi, 2022).

In addition to serving as the company's public face and mediator between internal and external stakeholders, the CEO is aware of the value of strategic planning and plays a significant role in setting the company's strategic direction and creating policies that impact its financial performance (Jusriadi, 2022; Kuntz et al., 2019). Additionally, CEOs can look beyond the immediate situation and project what their company will look like in the future (Joshi et al., 2021) by ensuring that their companies stay on course and remain flexible in a constantly changing market by establishing well-defined goals and creating thought-out roadmaps (Cooney et al., 2021). Therefore, a CEO must be a strong leader with a clear vision to achieve sustainable profitability (Zaman et al., 2020). Moreover, outstanding CEOs are aware of the value of developing talent, giving their staff freedom, and fostering healthy

workplaces (Jensen et al., 2020). They create an environment in which continuous improvement is valued, and encourage their teams to pursue excellence and welcome change (Wu et al., 2014). They also have a significant appetite for taking risks. They know that innovation and business growth depend on measured risks with the ability to challenge the status quo and propel their companies forward by taking calculated risks. Even if this means moving outside their comfort zones, they do not hesitate to make difficult choices (Maemura, 2022). As CEOs have demanding and fulfilling work, especially when distinguishing themselves from competition, successful CEOs, managers, entrepreneurs, and business owners have a certain mindset (Dewar et al., 2019). A CEO's mindset, which includes behavioral and psychological factors, such as optimism, self-confidence, and a drive for success, also significantly shapes a company's approach to achieving profitability (Boni, 2022). Therefore, investors and shareholders must understand the CEO's role and assess its impact on the organization's performance and profitability (Ali et al., 2023; Gerged & Agwili, 2020; Hadid & Al-Sayed, 2021).

A CEO's letter to stakeholders conveys crucial information about corporations that may influence investment and lending decisions. These letters often provide valuable context for interpreting non-financial performance, which may not be included in standard financial statements (Abrahamson & Amir, 1996). This enhances the importance of sentiment analysis and makes these letters valuable resources for stakeholder decision making (Hájek & Boháčová, 2016). Numerous researchers have recognized the importance of CEO letters, including (Kohut & Segars, 1992), who examined the effectiveness of these letters and their potential benefits to companies, and (Patelli & Pedrini, 2013), who note that even during challenging economic times, companies continue to openly share non-financial information with stakeholders. However, limited research has been conducted on how companies shape their images and present themselves to readers through sentiment analysis.

In recent years, the world has shown an increasing interest in the concept of governance (Bhagat & Bolton, 2019). This heightened attention is primarily due to governance's significant role in improving the quality of companies' operations, ensuring economic stability, and preventing company crises. These concerns have become especially prominent following the collapse and bankruptcy of several international companies (Alodat et al., 2021). Consequently, applying governance principles has become a fundamental practice

adopted by both the public and private sectors to ensure confidence in the economy and to implement fair and transparent laws that protect the rights of investors and economists alike (Kusuma & Cahyarifida, 2020; Nugroho, 2021) Governance mechanisms have emerged primarily as a solution to the agency problem, which arises from the separation of company ownership and management (Akbar et al., 2020). Governance bridges the potential gap between owners and managers, addressing the opportunistic behavior of managers, which could lead to a deterioration in the company's financial position (Ali et al., 2022). Its role as a framework for defining the relationships and responsibilities between owners and management further highlights the importance of governance. This framework helps set a company's objectives, enhances its performance, and provides appropriate incentives to the board of directors, thereby ensuring optimal use of the company's resources (Ali et al., 2021). Corporate governance is also essential for ensuring sustainable profitability, while adhering to legal and ethical standards (Mansour et al., 2023). Effective governance guarantees the implementation of risk management practices, distribution of responsibilities, and balance between shareholder interests and corporate social responsibility (Canals, 2022). Furthermore, corporate governance plays a crucial role in guiding the organization toward profitability through the influence of the CEO's mindset and leadership style (Gerged & Agwili, 2020). The Board of Directors is pivotal in setting the organization's overall direction and strategy and in making decisions that directly impact profitability and financial performance (Jusriadi, 2022). Effective management must align strategic decisions with the company's vision and goals, a process influenced by the CEO's experience, knowledge, and ability to navigate market challenges, seize opportunities, and mitigate risks (Alabdullah et al., 2021; Canals, 2022).

Leadership refers to motivating and directing people toward realizing a shared objective or vision, which is called leadership (Valldeneu et al., 2021). Leadership is the capacity to encourage, inspire, and enable people or groups to collaborate and perform well (Bwalya, 2023). Thus, a leader's chosen approach to leading and interacting with their followers is referred to as their leadership style, which reflects their actions, attitudes, and behaviors when guiding and influencing others (Bans-Akutey, 2021). The way a leader makes decisions conveys expectations, inspires followers, and establishes a work environment that is significantly influenced by their leadership (Arikan, 2020). It also

conveys the leader's preferences, principles, and convictions regarding successfully influencing and leading people successfully (Khajeh, 2018). Furthermore, various leadership styles can affect a group or organization's dynamics, output, and culture (Cherian et al., 2020). The study of leadership style has been famous since the 1930s when research on leadership theories was conducted. After examining the traits and behaviors of leaders, two categories of leaders were identified: task-and "task-oriented" and "employee-oriented." Scholars have later expanded on these categories to include different styles of leadership (Sandybayev, 2019). In addition, leadership style is centered on how leaders interact with their followers and is more specifically defined as the manner and approach of providing direction, motivating people, and achieving objectives (Shafiu et al., 2020). As noted by (Ali et al., 2023; Zaman et al., 2020), a CEO must have a clear vision and effective leadership to achieve sustainable profitability.

The following section covers the related literature on previous studies; then, the researcher presents a detailed methodology.

1.1 Research Problem Statement

Technological advancement and increasing market competition have made it necessary for companies to seek innovative methods to increase productivity and achieve competitive differentiation (Zaman et al., 2020). Given the many variables that must be considered during management and decision-making procedures, it is necessary to examine the organization's culture, leadership styles, governance framework, and CEO mindset and sentiment in the letter addressed to stakeholders (Boni, 2022).

Chigudu et al. (2019) explained that these factors involve many complex elements that require analysis, such as the formation of organizational culture and its impact on performance. Moreover, the CEO's mindset is essential in the process of defining a company's strategic vision and, therefore, has a significant impact on the profitability of the organization (Alabdullah et al., 2021). An employer's mindset, whether inward or outward, affects the company's performance and productivity, positively impacting profitability (Boni, 2022). (Zaman et al., 2020) state that an employee's internal mindset is linked to

psychological and behavioral factors that impact their way of thinking and behaving within the company. An employee's inward mind-set includes factors that affect employees outside the work environment, such as personal events, social tensions, and economic changes. For example, if an employee faces external financial pressures or family difficulties, this may negatively reflect employee focus and attention at work and, thus, employee productivity because of the reason for becoming self-centered (Canals, 2022). Therefore, providing an encouraging and supportive work environment can help reduce the impact of these external factors on an employee's mindset, thereby enhancing productivity (Tuan, 2010). However, corporate governance, which is associated with the allocation of authority and responsibility within the organization and the implementation of moral standards, substantially impacts the business course and financial results (Gerged & Agwili, 2020). Effective and balanced leadership makes it possible encourages positive interactions among staff members, boosts creativity and productivity, and achieves financial objectives (Ali et al., 2023). Abrahamson and Amir (1996) explained that financial performance is not the only indicator of investment decisions; analyzing CEO sentiment on the letter issued to stakeholders is essential because it reflects the past, current, and future stages of the company.

To achieve sustainable profitability, businesses must effectively coordinate several internal elements, such as organizational culture, the CEO's mindset, communication with stakeholders, corporate governance, and leadership style (Ali et al., 2023). Hence, the primary focus of this research is to determine the aspects that affect a company's profitability and investigate ways to harmonize these disparate elements. Organizational culture, CEO mindset, letters to stakeholders, corporate governance, and leadership style can significantly impact profitability. Profitability increases when corporate governance is strong, company culture encourages creativity, and the CEO leads with a positive vision. However, problems related to these factors such as inadequacy and ineffectiveness lead to low productivity and profitability.

1.2 Research Aim and Objectives

This study will help understand how to coordinate organizational culture, the CEO mindset and letters to stakeholders, governance characteristics, and leadership style to

improve a company's profitability. We seek to determine their interactions and their effects on profitability.

The objectives of our study are the following points:

- To identify how organizational culture affects business performance and identify elements that can be improved to achieve profitability.
- Determine the CEO mindset to achieve profitability by analyzing its impact on company performance.
- Determining the impact of leadership style on profitability.
- Determine the impact of CEO's letter to stakeholders on profitability.
- Determine the moderating role of governance features in the relationship between internal organizational factors and firm performance.

1.3 Study Question

Given the problem of our study, we determined the main study question:

Q1: What is the relationship between organizational culture and firm profitability?

This question explores the extent of the influence of organizational culture on the profitability of Palestinian banks. It aims to identify the specific cultural types that foster financial growth.

Q2: How does leadership style influence firm profitability?

This study examines how different leadership styles influence financial performance. It investigates the mechanisms through which leadership behavior shapes employee productivity, innovation, and overall organizational performance.

Q3: How does the CEO's mindset impact firm profitability?

The question delves into the psychological and behavioral traits of the CEO and elevates how these attributes influence profitability.

Q4: What is the relationship between a CEO's letter to stakeholders and the firm's profitability?

This question focuses on analyzing the textual content and sentiment of CEO letters to stakeholders and aims to determine whether stakeholders can rely on these letters as predictive tools for financial decision-making.

Q5: Does corporate governance moderate the role of internal organization factors and profitability?

This study investigates the role of corporate governance in shaping internal factors and their effect on profitability, and how corporate governance practices promote financial stability in the banking sector.

1.4 Overview of the Study Model

Below in Figure 1.1 is the research model

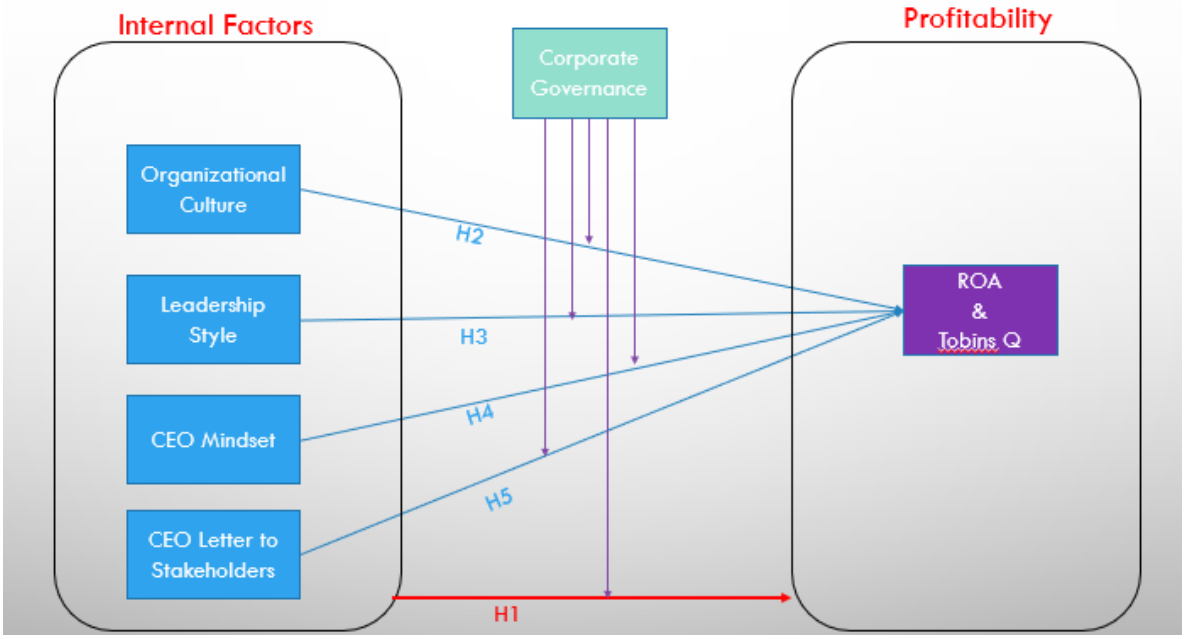

Figure 1.1: Illustrates the research model

The above figure presents the research model reflecting the 5 main hypotheses of the research, the purpose of this model is to highlight the interplay between internal factors and profitability, below is an explanation of the elements:

Internal factors:

1- **Organizational Culture:** The values, beliefs, and behaviors within the company influence how employees interact, innovate, and achieve goals, which directly affect profitability.
2- **Leadership Style:** Refers to how leaders inspire and direct employees to affect productivity and innovation, which has an impact on profitability.
3- **CEO mindset:** encompasses the psychological and behavioural traits of the CEO, such as inward and outward mindsets.
4- **CEO Letter to stakeholders:** Provides insights into corporate performance, vision, and values. These letters are considered influential by stakeholders.

Corporate Governance:

Corporate governance plays a central role in moderating the relationship between the internal factors and profitability. It ensures a framework of fair practices, risk management, and the alignment of management goals with stakeholders' interests.

Profitability outcomes:

The model identifies ROA and Tobin's Q as primary measures of profitability. These indicators reflect the financial efficiency and market valuation of a company.

1.5 Scope and Limitations

This study aims to develop a comprehensive model to evaluate profitability by integrating various internal organizational factors, including organizational culture, CEO Mindset, corporate governance, leadership style, and CEO letters to stakeholders. The primary focus is to understand how these factors influence profitability in the Palestinian Banking sector. Specifically, this research objective is to examine the impact of

organizational culture on employee engagement and creativity, analyze the CEO's mindset and leadership style in shaping strategic direction and risk management, and evaluate corporate governance mechanisms such as board features in moderating profitability. Additionally, the study assesses the informational value of CEO letters through sentiment analysis to capture their role in stakeholder decision-making. The influence of these variables is evaluated using financial metrics related to profitability.

Despite the ambitions of this study, several limitations must be acknowledged. The accuracy and completeness of the findings depend on the availability and reliability of publicly accessible data and responses from the respondents. Any inconsistencies or gaps in data can affect the robustness of the model. Furthermore, the study's findings and developed framework are tailored specifically to the banking sector in Palestine, which may limit the generalizability of the results to other regions or industries with distinct regulatory economic and cultural conditions. Integrating diverse variables, such as organizational culture, CEO mindset, and corporate governance, into a single model introduces complexity, which may pose challenges in terms of implementation and interpretation.

The dynamic nature of Palestine's economic environment, influenced by political, social, and economic factors, may affect the applicability and relevance of the findings over time. Additionally, the assessment of qualitative factors, such as organizational culture and CEO mindset, involves a degree of subjectivity that can vary based on perspectives and interpretations. External influences, such as shifts in regulatory frameworks, market dynamics, global economic trends, and political events, may also affect profitability, necessitating periodic updates to the model.

Future research may identify additional elements that could enhance the predictive accuracy and scope of the model, and the reliance on specific methods of analysis, which have inherent limitations, may pose another constraint.

In summary, this study seeks to advance our understanding of profitability by developing an integrated model that combines several factors. However, the scope is confined to the Palestinian banking sector, and various limitations related to data, complexity, and eternal influences must be acknowledged. These limitations underscore the importance of ongoing

research and model refinement to enhance its applicability and relevance in dynamic economic contexts.

1.6 Operational Definitions of Terms

Profitability

A measure of the effectiveness of a company's financial policies reflects its ability to generate stable income, while accounting for operational costs and other expenses. It serves as an indicator of financial performance and efficiency (Bansal et al., 2018; Harb, 2019).

Organizational Culture (OC)

Shared values, beliefs, and behaviors within an organization shape employee interactions and influence goal achievement. OC fosters cohesion, innovation, and creativity, thereby enhancing organizational performance and financial outcomes (Lubis & Hanum, 2020; Xenikou, 2022).

CEO Mindset:

Psychological and behavioral factors influence CEO's decision making, including optimism, risk tolerance, and strategic foresight. A CEO's mindset is critical in setting organizational direction and achieving sustainable profitability (Boni, 2022; Joshi et al., 2021).

CEO Letter to Stakeholders:

A document offering key insights into corporate performance, goals, and values is often analyzed through sentiment to assess its influence on investment and stakeholder decision making (Abrahamson & Amir, 1996; Patelli & Pedrini, 2013).

Corporate Governance:

Framework of rules, practices, and processes by which a company is directed and controlled. It ensures economic stability, risk management, and ethical operations, aligning organizational goals with shareholder interests (Ali et al., 2021; Bhagat & Bolton, 2019).

Leadership Style:

The approaches and methods employed by leaders inspire and guide their teams. It encompasses the behaviors, attitudes, and decision-making processes that shape organizational performance and culture (Bwalya, 2023; Valldeneu et al., 2021).

Chapter Two: Literature Review

2.1 Theoretical Framework

2.1.1 Behavioral Theory of the Firm

The Behavioral Theory of the Firm, primarily articulated by Cyert and March, posits that firms operate as coalitions of individuals with differing interests and objectives, which significantly influences decision-making processes and, ultimately, firm performance. This theory emphasizes the role of behavioral aspects, such as organizational culture, leadership styles, and individual mindsets, in shaping firm outcomes, including financial metrics such as Return on Assets (ROA) and Tobin's Q.

Firm performance, as measured by ROA and Tobin's Q, can be significantly influenced by the mindset of individuals within an organization. A growth mindset, characterised by the belief that abilities can be developed through dedication and hard work, fosters resilience and innovation among employees, which is critical for enhancing performance metrics (Liu & Tong, 2022; Tambun, 2023). Research indicates that a strengths-based leadership approach can amplify the positive effects of a growth mindset on innovative behavior, thereby contributing to improved firm performance (Liu & Tong, 2022). Furthermore, a participative leadership style that encourages input from employees aligns well with a growth mindset, promoting a culture of collaboration and innovation that can lead to better financial outcomes (Tambun, 2023). Different cultural frameworks, such as clans, adhocracies, hierarchies, and market cultures, can either facilitate or hinder the expression of a growth mindset within an organization. For instance, clan cultures, which emphasize collaboration and employee well-being, can enhance the positive impact of a growth mindset on performance (Stefano et al., 2017; Yu et al., 2022). Conversely, a hierarchical culture may stifle innovation and adaptability, thus negatively affecting firm performance metrics (Stefano et al., 2017). Moreover, leadership styles, such as autocratic versus participative, significantly influence organizational culture, and consequently, firm performance. Participative leadership is associated with higher employee engagement and innovation, which are critical for achieving superior financial performance (Tambun, 2023). In contrast, autocratic leadership may limit

employee input and creativity, potentially leading to stagnation in performance metrics, such as ROA and Tobin's Q (Stefano et al., 2017). Corporate governance factors, including board size, diversity, and independence also impact firm performance. A diverse and independent board can provide a broader range of perspectives and expertise, which is essential for strategic decision making and enhancing firm performance (Pavlatos, 2012). Additionally, CEO duality, in which the CEO also serves as the board chair, can influence governance dynamics and firm performance, with mixed evidence regarding its effectiveness (Pavlatos, 2012).

2.1.2 Leadership Theory

There are many theories explaining leadership in organizations and and their styles, including:

- Contingency Theory: This theory focuses on specific environmental factors that may influence the most appropriate leadership style for a given circumstance. This theory holds that there is no single best leadership style for every circumstance (Heller, 2019).
- Great Man Theory: This theory holds that great leaders are not created; rather, they are born with the ability to lead. Great leaders are frequently portrayed in these theories as mythical, heroic, and destined to assume leadership roles when called upon. Because leadership was viewed at the time as primarily a male attribute, particularly in terms of military leadership, the term "Great Man" was used (Nawaz & Khan, 2016).
- Trait Theory: Trait theory is similar to the Great Man theory in that it assumes that individuals are born with certain qualities and traits that make them more suited for leadership roles. They also frequently pinpoint a specific personality or behavioral trait that leaders have in common (Verawati & Hartono, 2020).
- Situational Theory: This theory suggests that leaders make optimal decisions by considering the variables of the situation. Additionally, different leadership philosophies might be better suited to particular kinds of decision-making (Meier, 2016).
- Behavioral Theory: The foundation of the behavioral theory of leadership is the idea that exceptional leaders are created and not born. This is the opposite of theories of the Great

Man. Behaviorist-based leadership theory places more emphasis on a leader's actions than on their inner thoughts or feelings. This theory holds that people can acquire leadership skills through instruction and observation (Sivaruban, 2021).

- Management Theory: Often referred to as transactional theory, management theory centers on the functions of the organization, group dynamics, and supervision. These theories of leadership rely on a system of incentives and disincentives. In business, managerial theory is frequently applied: successful employees receive rewards, and unsuccessful employees receive criticism or other sanctions (Benmira & Agboola, 2021).
- Relationship Theory: Also referred to as transformational theory, relationship theory centers on the bonds that arise between followers and leaders. By assisting group members in appreciating the significance and greater good of the task, transformational leaders inspire and motivate their followers (Maloş, 2012).

Leadership Theory encompasses various frameworks that explain how different leadership styles influence organizational effectiveness and performance. This theory posits that leaders play a critical role in shaping the direction, culture, and overall performance of their organizations. Different leadership styles, such as autocratic, participative, supportive, and laissez-faire, can have distinct impacts on firm performance metrics, including Return on Assets (ROA) and Tobin's Q. The Autocratic leadership style is characterized by centralized decision-making, in which the leader makes decisions unilaterally. While it can lead to quick decision making, it may also stifle employee creativity and engagement, potentially resulting in lower organizational performance. Research indicates that firms led by autocratic leaders may experience higher agency costs due to a lack of employee involvement and commitment, negatively impacting financial metrics such as ROA and Tobin's Q (Wang et al., 2016), By contrast, participative leadership involves employees in the decision-making process, fostering a sense of ownership and engagement. This style is associated with higher employee morale and innovation, which can lead to improved firm performance. Studies have shown that organizations with participative leaders tend to achieve better financial outcomes as employees are more likely to contribute positively to organizational goals (Meuer, 2013). Supportive leaders prioritize the well-being and development of their team members. This leadership style enhances employee satisfaction and retention, leading to improved productivity and performance. Research suggests that

supportive leadership positively correlates with firm performance metrics as it creates a conducive work environment that encourages collaboration and high performance (Boyson et al., 2017) . The laissez-faire leadership style involves minimal direct supervision and allows employees to make decisions. Although it can foster creativity and independence, it may also lead to a lack of direction and accountability, potentially harming firm performance. Organizations with laissez-faire leaders may struggle with performance metrics, such as ROA and Tobin's Q, if employees do not have clear guidance or support (Chen, 2011) . Organizational culture also mediates the impact of leadership style on firm performance. Different cultural frameworks, such as clan, adhocracy, hierarchy, and market cultures, interact with leadership styles to influence performance outcomes. A clan culture that emphasizes collaboration may enhance the positive effects of participative leadership, leading to better financial performance (Berezinets et al., 2017) . Conversely, a hierarchical culture may limit the effectiveness of supportive leadership as rigid structures can stifle innovation and responsiveness (Chen & Chen, 2011). Corporate governance mechanisms, including board size, diversity, and independence, also play a crucial role in the relationship between leadership style and firm performance. Effective governance can enhance the impact of positive leadership styles by ensuring accountability and alignment of interests among stakeholders. A diverse board can provide varied perspectives that complement participative leadership, leading to more informed decision making and improved financial outcomes (Hamori & Koyuncu, 2014) . Control variables such as company size, firm age, and industry type are essential for understanding the nuanced relationship between leadership styles and firm performance. Larger firms may have more established governance practices that enhance the effectiveness of leadership styles, whereas younger firms may need to develop robust leadership frameworks to attract investment and support growth (Hamori & Koyuncu, 2014) . Leadership Theory provides a comprehensive framework for understanding how different leadership styles influence firm performance.

2.1.3 Upper Echelons Theory:

Upper Echelons Theory (UET), articulated by Hambrick and Mason in 1984, suggests that top executives' experiences, values, and personalities affect their interpretations and choices, and thus their firms' performance. According to this theory, the demographic and psychological characteristics of TMTs condition organizational outcomes and thus affect measures and indicators of financial performance, specifically ROA and Tobin's Q (Kaur & Singh, 2019; Wang et al., 2016).

The age, educational background, and experience characteristics of CEOs have been shown to have a causal relationship with firm performance in the research.

For instance, Riaz et al. (2023) suggesting that better capabilities of the CEO have a positive effect on stock liquidity and firm performance, is consistent with the argument of UET, which states that executives and their properties have an impact on whether some strategic options are taken and firm behavior . Similarly, the findings of (Kaur & Singh, 2019) found that the personal characteristics (educational background and work experience) had a significant impact on firm performance. In addition, this relationship is substantiated by the fact that diverse TMTs leverage different perspectives to optimize organizational decision-making processes, leading to improved firm performance (Carson et al., 2004). Leadership types (participative, supportive), are associated with higher employee engagement and innovation, which can lead to improved financial metrics, such as ROA and Tobin's Q (Lee & Foong, 2023). Conversely, autocratic leadership may limit creativity and hinder performance (Andrews & Welbourne, 2000). Organizational culture, shaped by the TMT's values and beliefs, further influences how these leadership styles manifest within a firm. Cultures that promote collaboration can enhance the positive effects of effective leadership on performance metrics (Song & Lee, 2020). Corporate governance factors including board diversity and independence also play a critical role in the UET framework. A diverse board can provide a broader range of insights and expertise, which can enhance strategic decision making and firm performance (Lee & Foong, 2023) . For instance, the presence of female directors has been linked to improved firm value through their unique perspectives and approaches to decision-making, as indicated by (Lestari, 2023). Furthermore, CEO duality and managerial ownership can influence governance dynamics and firm performance, with mixed evidence regarding their effectiveness (Budastra, 2023)

2.1.4 Agency Theory

Agency Theory, primarily developed by Jensen and Meckling in 1976, addresses the conflicts of interest that arise in relationships in which one party (the principal) delegates decision-making authority to another party (the agent). This theory is particularly applicable in relation to corporate governance, where shareholders (principals) employ managers (agents) to run a company on their behalf. According to the theory, agents are more likely to act in their own interests instead of those of principals which leads to agency costs that can adversely affect the performance of firms. These costs can manifest as inefficiencies, misallocation of resources, or even financial misreporting, which ultimately affect key performance indicators, such as Return on Assets (ROA) and Tobin's Q (Nurmalasari & Nirmala, 2021; Surya, 2023).

This relationship has become multidimensional with agency theory. Corporate governance mechanisms have the potential to reduce agency costs and improve firm performance. An example of this is the board of directors which helps ensure that the interests of managers and shareholders are aligned when uncertainty arises. Previous research studies had established board size, diversity and independence as important determinants of firm performance . A larger board may provide a broader range of perspectives and expertise, potentially leading to better decision making and improved financial outcomes (Setia-Atmaja, 2008)-. Conversely, agency theory suggests that excessively large boards may lead to coordination problems and diluted accountability, negatively impacting performance (Setia-Atmaja, 2008).

Leadership style is another critical variable in agency theory. Different leadership styles, such as autocratic, participative, supportive, and laissez-faire, can influence the degree of agency costs incurred. For example, participative leadership fosters a culture of collaboration and transparency, which can reduce agency problems by aligning the interests of managers and employees with those of shareholders (Surya, 2023). By contrast, autocratic leadership may exacerbate agency issues by limiting communication and feedback, potentially leading to decisions that do not reflect the best interests of the firm (Surya, 2023).

Organizational culture also plays a significant role in mitigating agency conflict. A strong organizational culture characterized by ethical norms and accountability can foster

trust and compliance among employees, thereby reducing the likelihood of managerial opportunism and enhancing overall performance (Surya, 2023). Cultures that emphasize collaboration and shared values can align employee behavior with organizational goals, further reducing agency costs and improving financial performance metrics, such as ROA and Tobin's Q (Nurmalasari & Nirmala, 2021).

Corporate governance factors such as CEO duality and managerial ownership are also critical in the agency theory framework. CEO duality, in which the CEO also serves as the board chair, can create potential conflicts of interest, leading to increased agency costs. However, managerial ownership can align managers' interests with those of shareholders, potentially reducing agency costs and enhancing firm performance (Nurmalasari & Nirmala, 2021).

Control variables such as company size, firm age, and industry type are essential for understanding the nuanced relationship between agency theory and firm performance. Larger firms may have more established governance practices that mitigate agency costs, whereas younger firms may need to develop robust governance frameworks to attract investment and support growth (Nurmalasari & Nirmala, 2021).

In conclusion, Agency Theory provides a valuable framework for understanding the dynamics between principals and agents within organizations. By examining the interplay between governance mechanisms, leadership styles, organizational culture, and various control variables, firms can better align their strategies to minimize agency costs and enhance performance outcomes, as reflected in financial metrics, such as ROA and Tobin's Q.

2.1.5 Signaling theory

Signaling Theory is a concept in economics and communication that explains how individuals or organizations convey information about themselves to influence others' perceptions and behaviors. In the context of firm performance, signaling theory suggests that various signals, such as leadership styles, corporate governance practices, and

organizational culture, can communicate important information to stakeholders, including investors, employees, and customers. These signals can affect firm performance metrics, such as Return on Assets (ROA) and Tobin's Q, which are indicators of a firm's financial health and market valuation. The relationship between signaling theory and firm performance can be understood through the lens of various independent variables that serve as signals to stakeholders. For instance, the mindset and individual assessment of leaders can signal the strategic direction and values of an organization. A CEO with a growth mindset may signal to investors that the firm is focused on innovation and long-term growth, potentially leading to higher ROA and Tobin's Q (Zhu, 2023). Similarly, the sentiment of the CEO can act as a signal of the firm's future prospects; positive CEO sentiment may enhance investor confidence and lead to improved financial performance (Bustaman et al., 2019). Leadership style is another critical variable in signaling theory. Different leadership styles, such as autocratic, participative, supportive, and laissez-faire, send distinct signals about the organizational environment. For example, a participative leadership style signals inclusivity and collaboration, which can enhance employee engagement and performance, ultimately positively reflecting firm performance metrics (Rijal, 2016). Conversely, an autocratic leadership style may signal a lack of employee empowerment, potentially leading to lower morale and performance (Wang et al., 2018). Organizational culture also plays a significant role in signaling theory. The type of culture— clan, adhocracy, hierarchy, or market—can communicate the values and priorities of the organization to external stakeholders. A strong organizational culture that aligns with positive performance outcomes can signal stability and reliability to investors, thereby enhancing firm performance (Samad et al., 2018; Shahzad, 2014). For instance, a clan culture that emphasizes teamwork and employee well-being can lead to higher employee satisfaction and retention, which can positively impact financial performance metrics, such as ROA and Tobin's Q (Gavrić et al., 2016). Corporate governance factors such as board size, diversity, and independence further illustrate the application of signaling theory in the context of firm performance. A diverse and independent board can signal to investors that the firm is committed to sound governance practices, which can enhance its reputation and attract investments (Lee, 2018). The presence of financial expertise on the board can also signal to stakeholders that the firm is well-managed, potentially leading to improved financial

outcomes (Chen & Chen, 2011). Control variables such as company size, firm age, and industry type are essential for understanding the signaling landscape. Larger firms may have more established reputations, which can amplify the signals sent by their leadership and governance structures, whereas younger firms may need to rely more heavily on strong signaling through innovation and leadership to establish credibility in the market (Wei & Lin, 2021). In conclusion, signaling theory provides a valuable framework for understanding how various organizational characteristics and behaviors serve as signals to stakeholders, influencing perceptions and ultimately impacting firm performance. By aligning leadership styles, corporate governance practices, and organizational culture with positive performance outcomes, firms can effectively communicate their value propositions to stakeholders, thereby enhancing financial performance.

2.2 Literature Review

2.2.1 The Palestinian Banking Sector: History and Leadership

The Palestinian banking sector has experienced significant transformations influenced by historical, political, and economic factors. The earliest modern banking activities date back to the mid-19th century, with the establishment of institutions like Jacob Valero & Company in 1848 , recognized as the first private bank in Palestine (Macmillan & Co, 1901). In 1930, the Arab Bank was founded in Jerusalem, marking a pivotal development in the region's financial landscape. The 1948 Arab-Israeli conflict led to significant disruptions, including the relocation of banks such as the Arab Bank to Amman, Jordan (Bank, 2025). Post-1994, following the Oslo Accords, the Palestinian Monetary Authority (PMA) was established to oversee and regulate the banking sector. Since then, local banks, including the Bank of Palestine, founded in 1960, have expanded their operations, catering to both corporate and retail clients while fostering economic resilience amid political uncertainty. Despite these efforts, Palestinian banks face persistent challenges, including restricted access to global financial markets and dependency on the Israeli banking system for international transactions .

Leadership in Palestinian businesses, particularly in the banking sector, has played a critical role in navigating economic and political challenges. Business leaders in Palestine have adopted adaptive and resilient leadership strategies to sustain growth and maintain financial stability. For instance, the Bank of Palestine launched the "Felestineya Mini-MBA" program in partnership with the International Finance Corporation (IFC) to equip female entrepreneurs with business and leadership skills, reflecting a commitment to ethical leadership and corporate social responsibility. Furthermore, leadership in Palestinian banks is characterized by a strong emphasis on digital transformation and financial technology (FinTech) as a means to enhance service accessibility and efficiency. However, banking executives continue to grapple with regulatory constraints, limited foreign investment opportunities, and geopolitical risks that impact financial decision-making. Despite these hurdles, Palestinian banking leaders have demonstrated resilience, leveraging strategic partnerships and innovative financial solutions to drive sustainable profitability and long-term growth .

2.2.2 Firm Performance

The concept of financial performance is increasingly attracting the attention of researchers because it provides a clear picture of a company's financial status, highlights its advantages and disadvantages, and indicates how well it can utilize its resources. Therefore, it is regarded as being crucial to the survival of businesses, and the continuance of conducting business due to the nature of a company's work and the political and legal systems in place have an impact on its financial performance (Chiamogu & Okoye, 2020) . Due to the inability to obtain timely, accurate, and comprehensive information to support wise decision making, weak financial performance has a detrimental impact on overall performance (Al-Waeli et al., 2020). The significance of assessing financial performance has recently increased due to the expansion of institutions in terms of size and activity, as well as their use of diverse investment strategies (Selvam et al., 2016) . It is crucial to understand the financial situation of these institutions to make appropriate decisions. In addition, a series of financial indicators have been developed that can be used to determine the amount of profits achieved and the risks that companies take to achieve those profits because owners and depositors are keen

observers of the process of evaluating financial performance (Siepel & Dejardin, 2020). Companies use various indicators, including financial performance, to gauge their financial return success. This is a fundamental concept because it gives all interested parties a clear picture of how to use available financial resources as efficiently as possible (Catão et al., 2023). Although earlier research and the literature have addressed a variety of financial performance concepts, they have not reached a consensus on a precise definition (Taouab & Issor, 2019). Financial performance can be characterized as an indicator of an organization's effectiveness, its capacity to generate returns for investors, and the degree to which it can profit from its assets (Saini & Singhania, 2018). A study (Ekadjaja, 2021) define it as the degree to which a high return on investment is achieved and its impact on maximizing the wealth of owners. It is also defined as the ability of companies to generate new resources from daily operational operations over a given period. According to a study (Naknok, 2022), financial performance serves as a tool for businesses to address and correct errors by allowing them to identify gaps and obstacles that arise during operations, such as challenges in reaching profitability, significant debt, and financial hardship. It also serves as a tool to encourage employees and management to put forth efforts that meet goals and produce better financial results than in previous years (Nurhayati et al., 2021). The study of financial performance is defined as a tool to determine the current financial situation of a company, as it relies on financial indicators to measure the extent of achieving the planned objectives and contribute to making the company’s financial resources available and improving its investment opportunities (Dodoo et al., 2021).

Financial performance is considered a monitoring process through which a company’s data are studied to determine the percentages of deviations and the extent of implementing planned goals (Otto et al., 2019). The concept of financial performance centers on the ability of the business to meet its objectives while keeping costs as low as possible, this allows the business to maintain some level of financial equilibrium by having the cash on hand to meet its debts and generate high profits at the lowest feasible cost, and in light of the results it produces, it thus symbolizes the efficacy and efficiency of the business's financial operations. By utilizing resources to their fullest potential, they adhere to pre-established goals and plans (Khan & Mahmood, 2023). The study (Puni & Anlesinya, 2020)of financial performance explains that it measures the performance of activities related to the economic unit based on

the results achieved at the end of the accounting period, identifies the reasons that led to the emergence of the results, and proposes solutions to achieve better performance in the future. The researcher believes that financial performance is the result of the company's operations and activities during the previous years and is measured by financial accounting and market indicators to show the extent to which the resources and capabilities available to the company are efficiently exploited by its departments and to provide information about the financial situation of companies that are used in planning, control, and decision-making processes. It is a comprehensive and organized process that depends on financial ratios, and indicators are compared with historical or previously defined standards to evaluate a company's financial position. To address any defects, corporate management looks to financial indicators to see if the company is experiencing financial difficulties, low profitability, or an abundance of commitments and loans (Puni & Anlesinya, 2020). According to a study by (Ma et al., 2021), evaluating a company's financial performance is crucial, emphasizing that assessing a company's financial performance is regarded as an indicator of its success and longevity. The process of evaluating financial performance also highlights the company's advantageous strategic position, and it is possible to pinpoint the factors that support this position's improvement (Soesetio et al., 2023). Moreover, assessing the business's financial performance shows how much waste has been removed from operations, including money and time, and how much the business contributes to the economy and society by generating large profits at minimal expenses (Nugroho, 2021). The process of assessing financial performance also helps the company's various administrative levels plan, control, and make wise decisions by providing accurate and trustworthy information (Alabdullah et al., 2022). Determining profitability levels and ensuring liquidity are the two benefits of evaluating financial performance (Alodat et al., 2021).

Companies' financial performance is influenced by various factors, one of which is their size (Kusuma & Cahyarifida, 2020) . There are various metrics that can be employed to determine a company's size, ranging from small to large, which consist of the total assets, total sales, market value, and book value of the business (Otto et al., 2019). It is believed that a company's size affects how well it performs financially, and large businesses may perform less well and have more complicated management processes (Chiamogu & Okoye, 2020). Additionally, because of their size, they may employ more financial analysts, which

increases the caliber of their financial performance (Derila et al., 2020). The financial performance result is influenced by the age of the company since its founding. There is a direct correlation between age and financial performance, with longer-lived companies performing better financially than those with shorter lifespans (Al-Waeli et al., 2020). However, other studies, such as an applied study (Shan et al., 2017), have confirmed an inverse relationship. In addition, according to a study (Xie et al., 2020) on American public companies applied to 48 different countries, companies have recently achieved a lower rate of return on their assets than they were at the beginning of the study. Other studies have also confirmed that small businesses grow more quickly than big businesses (Khan & Mahmood, 2023). The organizational structure of institutions, which encompasses the number of workers, branches, locations, administrative levels, and administrative functions within the company, is referred to as the framework within which variables related to the business interact (Lestari & Juwana, 2021). By outlining duties, responsibilities, authority, and assigning roles and responsibilities within the organization, the organizational structure of the company influences its financial performance execution in accordance with guidelines, assisting management in making wise decisions (Iranmanesh et al., 2020). To accomplish their objectives, businesses are thought to use contemporary technology techniques and expertise, where companies are forced to adjust to technological challenges to maintain operations, enhance performance, cut expenses, lower risks, boost earnings, and increase their competitiveness (Dodoo et al., 2021). In addition, effective corporate governance practices have a positive impact on the financial performance and continuity of businesses by enhancing the board of directors' ability to safeguard the security and efficiency of the company, increase competitiveness, and draw on investments (Wu et al., 2014) . Competition between companies to meet customer needs and requirements affects the stability of the company and increases its profits and market share, which improves the financial performance of the facility (Taouab & Issor, 2019) . These factors are considered external, which means that the changes that occur outside the companies and their management cannot control them; however, possible results are expected from them, which is their negative impact on financial performance, such as the economic and financial policies issued by the state and the laws imposed by the government on companies (Siepel & Dejardin, 2020).

Several reasons drive corporate management to focus on enhancing the effectiveness and caliber of financial performance, including the need to address the external changes that the company faces and that both influence and are influenced by its management decisions (Lestari & Juwana, 2021). One of the most significant aspects of the external environment is instability and uncertainty; thus, performance improvements are necessary to meet these challenges and lessen their immediate effect on the business (Xie et al., 2020) . Due to the high caliber of the products and services offered, the heightened level of competition and the company's continued leadership position among other businesses in the same industry (Shan et al., 2017) . Additionally, keeping up with advancements in information technology, which have impacted every facet of the workplace and established a direct connection between the development of information technology and other departments such as marketing and finance, technology advancements have impacted how work teams are formed, how they interact, how large these teams are, and how they track and assess their members' performance (Nguyen et al., 2021).

The financial statements and any accompanying clarifications (which are the most crucial of all) provide the statistical data and information that are used to evaluate financial performance. Since they include data that are required by all parties, they serve as a representation of the cash flow statement, the comprehensive income statement, the income statement, and the statement of financial position (balance sheet), as well as connection to the business. In addition to economic bulletins from research centers, government agencies, and investment offices, as well as information from stock exchanges, capital markets, and brokerage offices (Chiamogu & Okoye, 2020) . It can also be ascertained from the auditor's report and the final report of the board of directors, where periodic reports contain significant information that aids in the assessment of a company's financial performance (Yu et al., 2022). Company management uses questionnaires to gather data to help assess financial performance, whether the questionnaires are distributed within or outside the economic unit (Al-Waeli et al., 2020). Along with the duties performed by the administration, department heads, or teams assembled specifically for this purpose, other tasks assess financial performance, such as determining the direction of an activity or identifying issues facing the administration (Alodat et al., 2021) . By comparing the company's performance to that of other businesses in the same industry or to what was anticipated and planned, management

can ascertain the percentage of deviations, differences, strengths, and weaknesses in the actual financial performance of the company by analyzing the financial ratios (Otto et al., 2019). Following the identification of the variations and differences, as well as their causes, pertinent advice and recommendations are provided based on the financial performance evaluation process to deal with and address them (Khan & Mahmood, 2023). Reaching a specific number or calculating financial ratios alone does not mean reaching anything, but rather blind numbers, and this does not lead to reaching the main goal, which is knowing the extent of the impact of these financial ratios on the strategic performance within the organization, as these indicators gain their value when there is a standard to measure the results and compare them to it to determine Whether the results are logical or not, it can be said that determining the appropriate standard to compare the results with is no less important than choosing the financial ratios themselves, as there are several standards used in the field of financial analysis, the most important of which are historical standards, where historical financial indicators for previous years of the same facility are relied upon and a comparison is made with the current results. For example, the liquidity ratio or return on investment for the current year is compared with previous years, and the extent of development of these ratios is shown (Ma et al., 2021) .

Industry Standards are considered one of the standards of the financial evaluation process, as they compare the facility's financial ratios with the average financial ratios in other establishments operating in the same sector (Xie et al., 2020). Through this comparison, it is possible to determine a company's competitive position. Financial analysts also benefit from the sectoral monitoring standards. Performance: These standards represent the average performance of a sector (Al-Waeli et al., 2020) . Financial performance indicators are considered to be one of the most important financial analysis methods used by banks and financial institutions to evaluate potential customers for a specific service or line of credit (Yuwono & Aurelia, 2021). where financial performance indicators are defined as the relationship between two variables, where one of the variables is the numerator and the other is the denominator. The importance of this relationship allows researchers to understand these numbers. The components or elements that make up it, and many financial indicators, can be used to measure performance (Otto et al., 2019) . Therefore, ratio analysis is a form or manner commonly used to analyze the financial statements of a company. Using tools

such as ratio analysis can explain or illustrate the analyzer about the good and bad circumstances or financial position of a company (Al-Waeli et al., 2020) . In this study, we use financial performance ratios (ROA) and (Tobin's Q). Where, the return on assets is an indicator of the level of profitability in the company with reference to its total assets. In addition, it measures management efficiency by employing assets to achieve profits. Return on assets is based on evaluating the efficiency of using funds. It also helps companies make correct management decisions, especially during operations (Suardana, 2018). It is a good indicator of a company's profitability ratios derived from a group of investments, in addition to measuring the ability of management to generate a return on the assets available to the company, regardless of their source (Dwi Sihono & Widarti, 2021). Tobin's Q is the ratio between the market value and replacement cost of corporate assets. When Tobin's $Q > 1$, the company has better business performance, and when Tobin's $Q < 1$, the company has poor business performance (Ishaq et al., 2021).

2.2.3 Organizational Culture

It was clear as early as the 1930s that workgroups within organizations created their distinct behavioral norms and that the emerging mode of behavior could either improve or worsen the performance of the organization. Research projects on corporate or organizational culture did not focus on this concept until the late 1970s (Syahid et al., 2022). Despite variations in research focus, terminology, and methodology, the findings are largely consistent in that all firms have corporate cultures, some of which are stronger than others, and these cultures can have a significant impact on both individual performance and organizational success (Uliyah & Ariyanto, 2021).

As large organizations tend to have a large number of specialized groups based on employment functions, business lines, and location, culture is often associated with groups that have a shared history. As a result, there could be a variety of subcultures within an organization, some of which could be integrated, autonomous, or even at odds. Therefore, cultural strength also arises from the consistency of subcultures. Given that teams that work well together are typically more productive than those that work against each other, it makes sense that a strong company culture propels high performance (Tan, 2019).

The diverse fields of social sciences have primarily studied national and ethnic differences, which are where the concept of culture originated. One of the key components needed to comprehend organizations, according to some, is their organizational culture (Primorac & Domljan, 2022). Consequently, over the past few decades, management and organizational scholars have extensively studied organizational culture. Numerous scholarly studies on organizational culture from various perspectives have been conducted in response to this interest (Tan, 2019).

Any company, whether big or small, established recently or over time, has opinions about how to handle its environment, relationships, and interactions with parties that have strong or weak interests in the organization (Gebretsadik, 2020). These opinions reflect the culture of the organization, and every organization has a unique culture that sets it apart from others (Joseph & Kibera, 2019) . This culture is embodied in a set of standards, values, actions, signals, and employee behaviors that are influenced by the community in which the organization operates and by customers, both within and outside of regular business hours (Agu, 2020).

The culture of the organization has a lasting effect on the individual, leading to a natural integration of the employee with the organization's values, culture, and behaviors rather than his pre-membership habits (Korma et al., 2022). Organizational culture is a crucial aspect of an organization's identity that both customers and employees need to recognize and appreciate; it serves as the organization's social media identity and offers a comprehensive image that captures the ideals and convictions regarding the organization's past, present, and future states (Hilman & Siam, 2014).

All organizations strive to create their own culture to express the kind of cultural approach that is concerned with inspiring and encouraging workers to be creative, have a spirit of initiative and innovation, achieve effective performance, and ultimately accomplish their goals, given the constant and successive changes and movements that business organizations have witnessed in various fields in the third millennium (Zeb et al., 2021). Strong organizational cultures encourage commitment, self-discipline, respect for working hours, decision making, and a sense of responsibility among their members (Korma et al.,

2022). These traits motivate individuals to achieve exceptional performance, which helps the organization accomplish its objectives (Ponnuswamy & Manohar, 2014).

The term "organizational culture" has become very common among managers and management theories. Whereas the term "culture" was originally used to refer to the collective characteristics of a human group that are passed down from generation to generation, it has theoretical roots in social anthropology (Alghamdi, 2018). It is present at several levels, such as in organizational and national cultures.

Many social phenomena, such as an organization's customary attire, language, behavior, beliefs, values, presumptions, symbols of status and authority, myths, ceremonies, and rituals, as well as modes of deference and subversion, are collectively referred to as organizational culture (Mutiaram & Ali Iqbal, 2021). These phenomena help to define an organization's characteristics and norms. Despite a broad consensus regarding the definition of organizational culture, scholars tend to employ different definitions based on their approach to the concept (Widyawati et al., 2021). According to (Karimah et al., 2023), organizational culture is a set of common fundamental beliefs acquired through problem-solving techniques that have proven successful enough to be accepted as true and are transmitted to new members as the proper way to view, consider, and react to those issues.

Early works in business administration, particularly Hawthorne studies led by Alton Mayo between 1924 and 1933, are the primary source of the concept of organizational culture (Martinez et al., 2015). These studies established the human relations school of management and were credited with bringing all things human and social to the study of business. However, Pettigrew's article "Studying of organizational culture" from 1979 marked the beginning of clearly defined academic writing on the subject of organizational culture (Anning-Dorson, 2021). Organizational culture is defined as the sum of basic assumptions established by the group, discovered, or developed when solving the organization's problems related to adaptation to the external environment and internal integration, which have proven effective, and from which they can be taught to new members on the basis that it is the correct way to perceive, think, and feel when facing problems (Mashile et al., 2019). This philosophy directs an organization's policy toward its customers and employees, and it has been defined as the prevailing values upheld by the organization (Alghamdi, 2018). Furthermore, it is

merely how an organization operates, as well as the fundamental presumptions and convictions that all its members share (Karimah et al., 2023)

Culture is defined by (Bahri et al., 2021) defined culture as the dominant pattern of values. Within an organization, there are attitudes, beliefs, presumptions, expectations, interactions, norms, and sentiments. However, (Primorac & Domljan, 2022) argue that an organization's culture is defined as the norms and behavioral patterns that unite it and that it should not be mistaken for the organization's immediate atmosphere or climate. Organizational culture is described by (Bozorgi et al., 2022) as the set of beliefs and values that support the phrase "this is how we do things around here." However, the cultures tend to differ significantly. They are all similar in that they allow the integration of effort in one direction, but they frequently make it impossible to move in a different direction.

According to (Mali et al., 2022), organizational culture is divided into two levels, based on how visible and resistant it is to change. At a more obvious level, culture is an organization's style or set of behaviors that new hires are automatically encouraged to adopt. (Korma et al., 2022) defined organizational culture as a set of management practices and behaviors that both exemplify and reinforce those basic principles, in addition to the underlying values, beliefs, and principles that form the basis of its management system for the members of an organization, which hold significance for the members of an organization.

Organizational culture is derived from society and is a component of the overall culture that an individual encounters while working with others (Akpa et al., 2021). Everything ingrained in an organization, including its ideas, conventions, work practices, protocols, values, and beliefs, is referred to as its organizational culture. It is shaped by the practices of employees within the organization and influenced by its external environment and the orientations of senior management, ultimately forming the identity of the organization and leading employees to adhere to its mission (Kim & Chang, 2019).

In business organizations, organizational culture is crucial because it provides the company and its employees with a sense of identity. Employees' sense of purpose and belonging to the organization will grow in direct proportion to their ability to recognize and identify with the ideas and values that drive the organization (Akpa et al., 2021). For new

members to feel a sense of belonging and guarantee their survival within the organization, they must absorb the organizational culture, which is regarded as one of the components of the organization's identity and is reflected in the manner in which operations are carried out and thought through (Yıldız, 2014).

Organizational culture is important because it provides a good framework for organizing and directing behavior. In other words, it influences employees and shapes the behavioral patterns that they are expected to adhere to while working for an organization (Ponnuswamy & Manohar, 2014). Strong organizational cultures increase business effectiveness, external adaptability, and internal harmony, in addition to helping members of the organization develop a sense of identity and a positive attitude. They also play a significant role in the business unit's success (Joseph & Kibera, 2019).

Individual behavior within the conditions and characteristics of an organization is framed by its culture, so any transgression of its elements and rules will be viewed negatively. Consequently, a key factor in thwarting attempts to alter the working conditions of individuals within an organization is its organizational culture (Mashile et al., 2019). Moreover, organizational culture broadens people's perspectives and horizons regarding the outside world as well as happenings in the workplace (Zeb et al., 2021). Stated differently, it serves as a framework within which people understand and interpret actions and occurrences that individuals and groups can be predicted by organizational culture because, in response to a given circumstance or issue, each member of the group behaves in a way that is consistent with his or her culture (Hilman & Siam, 2014).

According to (Barney, 1986), organizational culture in business organizations serves three fundamental purposes. It aims to give the company and its employees a sense of identity; employees are connected to the company's mission and feel like an essential part of it, the more easily the organization's prevailing ideas and values can be identified (Ponnuswamy & Manohar, 2014). Fostering dedication to the goal of the organization: People typically only consider issues that directly affect them unless they have a strong sense of affiliation with the organization as a result of the prevalent general culture, in which case they prioritize it over all other interests (Joseph & Kibera, 2019). This indicates that culture

serves as a constant reminder to people that their organization is the most important thing in their lives, and to support and clarify standards of behavior (Ponnuswamy & Manohar, 2014).

Organizational culture, as classified by scholars and thinkers, consists of a group of elements: the first is organizational values, which represent shared beliefs among members of a single social organization about what is desirable or undesirable, good or not good, important or unimportant, and are the first of a group of elements that scholars and thinkers classify as organizational culture (Korma et al., 2022). Thus, organizational values are shared agreements, either written or unwritten, among members of the organization that define what is good and bad in the workplace, and what is desirable or undesirable. Their purpose is to ensure that these agreements serve as a guide for employee behavior in a variety of organizational settings (Kim & Chang, 2019).

Second, organizational expectations are expectations that an individual or organization sets or expects from one another during the individual's employment with the organization; they are embodied in an unwritten psychological contract (Tan, 2019). An illustration of this would be the respect and gratitude that colleagues have for one another, as well as the expectations that superiors have from subordinates and vice versa. Establishing an atmosphere within the organization that aids and supports each person's psychological and financial needs (Korma et al., 2022).

Third, organizational beliefs or common views about how work and organizational tasks are carried out, as well as the nature of work and social life in the workplace, for instance, one of these ideas is the significance of taking part in decision-making and fostering teamwork (Zeb et al., 2021). It is the method by which a person tries to uphold organizational values and feels that they are the most suitable and superior (Kim & Chang, 2019).

Fourth, since they serve as a frame of reference for experience, social perception, and ideal behavior that is accepted by society and to which there is no objection, organizational norms are unwritten rules that enable people to know what is expected of them in various situations (Mashile et al., 2019).

Fifth, policies and procedures, which are general guidelines created by the highest administrative level with input from the lower levels, direct managers' and their assistants'

decisions, actions, and ways of thinking in carrying out the organization's strategies (Ponnuswamy & Manohar, 2014). Policies offer the necessary direction to ensure that implementation procedures move forward in a way consistent with the strategic goals of the organization (Yıldız, 2014).

Depending on the society and environment in which they operate as well as the industry or activity to which they belong, organizations share certain cultural characteristics (Tan, 2019). All organizations, though, have unique organizational cultures that set them apart from other businesses operating in the same industry, society, and surroundings, where National culture is the primary source from which business organizations derive their organizational cultures (Mashile et al., 2019). National Culture influences the development and formation of an organization's culture, which is defined as the set of values, beliefs, and behavioral patterns that are prevalent in society. When an individual joins an organization, it is already heavily influenced by the values and beliefs of the society to which they belong (Mashile et al., 2019).

Additionally, the consolidation of a set of values and beliefs that form the basis of an organization's culture is a critical function of leaders and founders given their tenure in the organization, as they frequently have a dynamic personality, strong governing principles, and a clear vision of the future state of the company and how to get there (Yıldız, 2014). First, they are eager to choose senior employees who share their values, beliefs, and style of thinking. As a result, the organization's leaders and more experienced employees pass on their values, beliefs, and tendencies to the new hires, which leads to the organization's members accepting their points of view and giving them legitimacy (Korma et al., 2022).

There are several conceptualizations of organizational culture ranging from type-to process-oriented. Culture creation is the special ability of human groups to satisfy the fundamental need that all social interactions be frightening new experiences and the need to find a shared meaning of events. Additionally, psychologists (especially Edgar Schein) assume that culture manifests itself on three levels: visible artifacts, such as behavioral patterns, espoused values, like mission statements, and invisible beliefs and assumptions, or beliefs for short, which serve as an explanation for the espoused values and visible artifacts (Tan, 2019).

The industry in which an organization operates has an impact on its organizational culture because businesses operating in the same sector share common organizational values (Korma et al., 2022). Additionally, over time, certain patterns within the sector give rise to distinct industries with their own cultures, which are referred to as sector-activity cultures or industrial cultures (Yıldız, 2014). That being said, the cultural patterns linked to the traits of technology and growth are the most significant aspects of industrial culture (Joseph & Kibera, 2019).

Assessing an organization's culture is very important for companies because it can impact how well the business performs. Numerous scholarly journals and popular management articles that have examined and emphasized the influence of organizational culture on organizational performance have demonstrated growing interest in organizational culture (Kim & Chang, 2019). The popularity of Kotter and Heskett's best-selling book, "Corporate Culture and Performance," indicates that there is interest in how organizational culture affects the performance of large corporate firms (Strengers et al., 2022).

The Competing Values Framework (CVF) developed by (Cameron & Quinn, 2011) is a valid and trustworthy framework for determining organizational culture. By evaluating the existence of the four cultural types using two dimensions, this framework makes it possible to study culture (Cameron & Quinn, 2011). The first dimension distinguishes traits that prioritize discretion and flexibility from those that prioritize stability and control. According to (Cameron & Quinn, 2011), the second dimension distinguishes organizational traits between those that prioritize internal integration and focus, and those that emphasize external differentiation and focus.

Many measurement tools based on various cultural frameworks have been developed in response to interest in organizational culture; however, only a small percentage of these tools appear to be reliable. A valid and reliable method that has been applied in various business types, the organizational culture Assessment Instruments (OCAI), enable large-scale investigations of the organizational culture profile, which is based on the CVF (Jung et al., 2009). The CVF’s four culture types are clan, adhocracy, market, and hierarchy:

- Clan culture: An organizational culture that blends internal integration and focus with discretion and flexibility is known as a clan culture. The underlying premise of clan culture is that human affiliation produces a strong, positive bond with the group, which may lead to an extended family. Clan culture is based on the fundamental tenet that members of an organization are trusted, loyal, and behave appropriately (Strengers et al., 2022). The values sought after are support, trust, cooperation, attachment, and affiliation. According to (Cameron & Quinn, 2011), these lead to actions such as cooperation, involvement, open communication, and teamwork. The dimensions of flexibility/dynamism and organizational focus shape the clan (cooperative) culture. Furthermore, there is a strong sense of teamwork and participation within a clan culture (Acar & Acar, 2014).
- Adhocracy culture: Organizational cultures that blend discretion and adaptability with a focus on the outside world and uniqueness are known as adhocracy cultures. An adhocracy culture is predicated on the idea that change encourages production and acquisition of new resources. Additionally, people who have a creative mindset are more likely to be innovative and, consequently, willing to take risks, according to the belief that aligns with the adhocracy culture (Strengers et al., 2022). As a result, the adhocracy type values growth, stimulation, variety, autonomy, and attention to detail. As a result, risk-taking, creativity, and adaptability are behaviors that result (Kimberly & Quinn, 1984).
- Market culture: The market culture type is a kind of organizational culture that blends differentiation and external focus with stability and control. According to (Cameron & Quinn, 2011), the foundation of market culture emphasizes accomplishments that encourage aggression and competition. Setting and achieving goals through clear communication is the central tenet of the market culture. Reward systems encourage people to live up to stakeholder expectations. Additionally, obtaining information from clients and rivals, goal setting, preparation, task-focused thinking, competitiveness, and aggression are values that align with this culture (Strengers et al., 2022).
- Hierarchy culture: Organizational cultures with a hierarchy culture type integrate stability and control with internal focus and integration. A hierarchical culture is predicated on the idea that efficiency is achieved through control, predictability, and stability. When

responsibilities are well defined and processes are formally defined by rules and regulations, people act accordingly (Strengers et al., 2022). Precise communication, formalization, consistency, and routinization are values upheld in hierarchical cultures; these values lead to predictable and conforming behaviors (Kimberly & Quinn, 1984). The values and conventions connected to bureaucracy are reflected in hierarchical culture (Acar & Acar, 2014). This culture, which is evident in multinational corporations, such as Ford Motor Company and McDonald's, causes employee alienation, purposelessness, and a decline in their sense of autonomy (Mutiaram & Ali Iqbal, 2021). The creative organizational culture of adhocracy is built on innovation, change, and risk-taking. It describes the dynamic, externally focused organizational culture found in the entrepreneurial, adaptable, creative, and inventive fields. With new freedoms and discoveries, employees can take the initiative and feel successful, fulfilled, and content in their work environment (Karimah et al., 2023).

Harrison (1972) developed a framework for organizational culture that offers four distinct cultural orientations. The following can be used to sum up this framework: Power orientation is the drive to rule the surroundings and crush any opposition; it is the belief that politics and the use of power primarily determine organizational life. Role orientation aims to be as logical and well organized as possible, with rights, privileges, legality, and legitimacy serving as the main determinants of organizational life. Task orientation refers to the drive to complete tasks and produce results, with organizational life primarily determined by what makes tasks easier to complete. Person orientation is the drive to meet the needs of the organization's members, with the organization's actions primarily dictated by what would best meet the needs of its members.

(Likert, 1967) identified nine organizational variables, including motivational forces and leadership, in his System 4 management approach. Processes related to interaction, decision making, goal setting, control, performance expectations, and training are all included. However, Litwin and Stringer (1968) defined the nine organizational climate measures of structure, responsibility, reward, risk, warmth, support, standards, conflict, and identity.

Organizational clarity, decision-making, organizational integration, management style, performance orientation, organizational vitality, compensation, and human resource

development are the eight measures of organizational culture identified by (Gordon, 1979). However, (Green, 1989) identified 11 dimensions of organizational culture, including compensation, human resource development, top management contact, organizational reach, integration, clarity of direction, and support for independent and self-starting initiatives.

Eight characteristics of excellent organizations were identified by (Peters & Waterman, 1982): a bias toward action, proximity to the customer, entrepreneurial and autonomous leadership, productivity through people, well-managed value systems, familiarity with the business, straightforward organizational structures, and decentralized authority. Ten cultural dimensions were identified by Hewlett-Packard: customer orientation and workmanship, family friendly environment, value placed on employees, cooperation between organizations, entrepreneurial spirit, management approach, pride in Hewlett-Packard, neighborhood social attitudes, and profit (Fombrun et al., 1984). Also, ten dimensions, including individual initiative, risk tolerance, direction, integration, management support, control, identity, reward system, conflict tolerance, and communication patterns, were proposed by (Robbins, 1990) as a means of measuring culture.

Based on regional differences, research conducted in China revealed variations in the organizational culture of construction companies. The two most prevalent organizational culture types that have been observed are hierarchical and clan cultures (Primorac & Domljan, 2022). (Nukić, 2018) research in Croatia demonstrated the presence of clan culture in the northern and southern regions of the Adriatic coast, while hierarchical organizational cultures predominated in Croatian construction companies throughout the rest of the country. Studies conducted in South Africa verify that the organizational cultures of construction companies vary based on their size. The findings demonstrate that while medium-sized businesses (between 50 and 150 employees) practice and favor a clan organizational culture, small businesses (up to 50 employees) and large businesses (more than 150 employees) practice and prefer a market organizational culture. A similar survey conducted at the end of 2015 in Finland revealed that while businesses with more than 150 employees practice a market culture, those with up to 50 employees and those with 50–150 employees practice and prefer a clan organizational culture.

2.2.4 Leadership Style

Recent events around the world have included volatile environmental conditions, intense competition, unanticipated technological advancements, and the COVID-19 pandemic, which has struck suddenly on a global scale and had a significant impact on the survival of all organizations (Canterino et al., 2020). To maintain their organization and inform their staff of any changes, leaders must understand the significance of establishing an organizational context that encourages communication among its components (Badea, 2014).

The future and strategic direction of any organization, as well as employee productivity, performance, and satisfaction, can all be impacted by leadership, which continues to be a major issue (Mukhtar et al., 2020). It is abundantly clear that operations can be enhanced, conflicts can be reduced, and issues can be successfully resolved with the coaching and direction of supervisors (Mukhtar et al., 2020). Although there is no single, accepted definition of what constitutes leadership, it is generally acknowledged to involve the capacity to influence subordinates, employers, and fellow employees (Farahnak et al., 2019). To accomplish a shared objective, there must be an impact on and change in attitudes, accomplishments, values, beliefs, and thoughts (Atrizka & Pratama, 2022). On the other hand, a person's formal authority defines their leadership style as the set of behaviors they use to influence others to work toward a common goal (Kelly & Hearld, 2020).

The topic of leadership preoccupies many researchers and academics, whether they are economic or social specialists, due to the fact that it is related to the extent of progress and development of societies, with the aim of achieving continuous improvement in the level of performance, which in turn improves individual and national income alike, as the determination of achievement rates was limited to the goals achieved over time; this view quickly developed due to the increase in the size of institutions, and thus the development leadership style, which has become one of the variables that have an impact on the performance of organizations, despite its different styles (Khajeh, 2018).

While some leadership philosophies are passive and less empowering, emphasizing the leader's decisions and what he or she believes to be important (e.g., autocratic leadership),

others are similar to positive or democratic leadership philosophies that emphasize the involvement and interaction among members of the organization (e.g., empowerment leadership) (Rai & Kim, 2021). In favor of a new leadership approach that emphasizes people's empowerment to control their job behaviors and accept responsibility for their behaviors, organizations have recently begun to stray from traditional bureaucratic leadership styles (Hassi et al., 2021). Thus, empowerment practices within an organization are governed by leadership (Coun et al., 2021).

The impact of leadership on business and organizational management has been identified as an important factor that can make a difference in organizational performance, and many researchers have proposed a group of theories, such as the great man theory, various behavioral theories, Lewin's theory, emergency theory, situational leadership theory, transformational theory, administrative leadership, and many other theories that explain the role of leadership in its various styles in influencing the performance of organizations (Al Amiri et al., 2020). The combination of various traits, behaviors, and characteristics that leaders use to engage with subordinates is referred to as their leadership style. Leadership is defined as a pattern of managerial behavior intended to integrate organizational or personal interests with effects on accomplishing specific goals (Jamali et al., 2022).

Leadership style in enterprise performance is receiving more emphasis as the environment becomes more turbulent. Many researchers have acknowledged the importance of leadership style in entrepreneurs' performance, but there is still a need for more studies on the relationship between leadership style and enterprise performance (Prince et al.). Leadership style methods are essential elements for the success of enterprise performance, and under these circumstances, enterprise performance is essential. In addition, many companies have become aware of enterprise performance and its importance (Montaño et al., 2022). In addition, many companies have become aware of the importance of organizational performance and its importance (Atrizka & Pratama, 2022). Therefore, studying leadership patterns and their role in the framework of institutional performance is necessary, and based on the "theory Whole-Spread Leadership" there are three styles of leadership behavior: transformational, transactional, and hands-off leadership (Prince et al.). Leadership style is a kind of relationship that is used by an individual to make people work together to achieve a

common goal or objective. It is also defined as the behavior that a leader must deal with in different situations (Elkhwesky et al., 2022).

Leadership is the process of influencing others and getting them to understand and agree on what needs to be done, how it should be done, and how to support both individual and group efforts to accomplish the goals you're working toward (Oreg & Berson, 2019). It was further described as the act of inspiring a group to work toward a common objective (Bhaduri, 2019). According to another definition, it is the capacity to alter human nature or influence behavior to lead a group of people toward the accomplishment of shared objectives while ensuring their respect and compliance (Khan et al., 2020). The leader is someone who exerts influence over the actions and directions of those around him to further their shared objectives (Atrizka & Pratama, 2022).

The leadership styles is serves as a conduit between workers and the organization's goals and expectations for the future, also it's the document that unifies all ideas, plans, and regulations, and enhancing the positive parts of the business and as much as possible, and minimizing the negative ones, and managing issues at work, settling disputes, and managing shifting opinions, and, people need to be developed, trained, and cared for because they are the organization's most valuable resource and they look to the leader for guidance (Kelly & Hearld, 2020). Leadership style is an essential element for the success of organizational performance, and under these circumstances, organizational performance is essential (Montaño et al., 2022). Leadership styles are defined as the methods by which leaders use their behavior to guide, inspire, and affect their followers. A leader's style dictates how plans and strategies are carried out to achieve specific goals, taking into consideration the expectations of stakeholders as well as the health and safety of their team (Mukhtar et al., 2020). Using the above information as a basis, the researcher defines a leadership style as a way to control, guide, and inspire followers.

Leadership styles seek to achieve a number of duties and tasks for organizations, as they seek, through diversity in leadership styles, to transform the group's goals into realistic and real results. It also works to qualify and prepare a new generation of leaders to sponsor and adopt new ideas, methods, and strategies that work to achieve the interests of organizations, and adopt new ideas, methods, and strategies that work to achieve the interests

of organizations and mitigate the interests of the group and satisfy the needs of individuals (Abasilim et al., 2019). Effective leaders inspire others to follow them to maximize the use of the company's resources, particularly its most valuable and costly capital, its human resources (Faizan et al., 2015). Furthermore, this success can only be attained and most likely maintained in organizations where the right leadership style or styles are used when needed (Guzmán et al., 2020). Consequently, the leadership style process also entails the application of non-coercive influence to mold an organization or group's objectives, inspire behavior toward accomplishing those objectives, and establish the culture of the group (Rahmat et al., 2019).

The development of relationships is central to leadership. Therefore, leaders need to ensure that achieving results is not the only objective of their leadership style. Thus, a variety of factors influence leadership styles, including (Deveshwar & Aneja, 2014; Lakshmi & Basha, 2013) :

- Led: The team directly affected by a leader is known as the Led. They are team members in charge of the leader. To accomplish the shared objectives, the team must cooperate. In addition, different people react differently to the same leadership style. Leaders must be familiar with each team member on an individual basis, including their traits, motivations, and other attributes.
- Leader: The leaders themselves have a significant impact on the leadership style. Leaders need to be aware of who they are, because their personalities influence how they lead. Therefore, they should also be aware of their advantages and disadvantages. Self-awareness is critical to effective leadership. Good leaders must be able to look inward, honestly evaluate their strengths and shortcomings, and be open to making adjustments and improvements.
- Situation: Not every situation lends itself to a single leadership approach. A style that is appropriate in one context may not be appropriate in another. A leader must consider various factors before selecting a leadership approach.
- Communication: Information is shared among individuals. Furthermore, when both parties convey a message to each other, comprehend it, and offer feedback, it is called effective communication.

There are many leadership styles, some of the most widely discussed include:

- **Autocratic Leadership Style:** An autocrat is a leader who exercises command and control. Total control over the team appeals to an autocratic leader. The word "team" team "does not apply to the typical "do as you're told" leader, who does not provide opportunities for suggestions and input. Autocratic leaders think they are the smartest people. Consequently, they enjoy using their position of power to flaunt their expertise, prowess, or sense of superiority whenever they can (Chukwusa, 2018).
- **Authoritative Leadership Style:** The authoritative leadership style involves setting a good example for others. This leadership style is best described as "follow me" in nature. Here, leaders set an example, as well as issue directives. They moved and took the lead in the team. Furthermore, capable leaders can see their objectives and guide their teams through action. They do not just direct the team toward the objectives; however, they also describe the concept and aspirations that lie behind them; they are known as visionary leaders for this reason (Afsar, 2014).
- **Pace-Setting Leadership Style:** The leader who sets the pace expects others to follow suit by moving in a rapid clip. This leader is a driven, enthusiastic individual with a "follow me and keep up!" mentality. When team members are fatigued by the pace-setter leadership style, rapid results are achieved. Furthermore, this approach is unhealthy in the long run, because it places a great deal of pressure on team members (Bwalya, 2023).
- **Democratic Leadership Style:** Another type of democratic leadership is participatory leadership. Team members are involved in important decision-making processes Furthermore, democratic leaders delegate decision-making to others. Rather, they encourage team members to provide feedback and base their ultimate decisions on that feedback (Devi & Subiyantoro, 2021).
- **Coaching Style Leadership Style:** This leadership approach sees everyone as having enormous potential and helps them accomplish their goals. Here, team members are expected to grow and realize their potential while receiving direction and support from their leaders. In addition, the coaching leader seeks to maximize team performance by offering constructive criticism and feedback on areas of growth and team performance (Karlsen & Berg, 2020).

- **Affiliative Leadership Style:** This style of leadership promotes teamwork and consensus. It is also a leadership style that prioritizes "people first." Team members are extremely important for affiliative leaders. They acknowledge and incentivize individual actions that facilitate task completion (Wallace et al., 2023).
- **Laissez-Faire Leadership Style:** This style of leadership is an antithesis of authoritarian leadership. In this situation, leaders delegate complete authority to the team members. They do not intervene and let team members make decisions (Sharma et al., 2023).
- **Transformational Leadership Style:** The management concept known as "transformational leadership" pushes staff members to think creatively and come up with new ideas on how a business can advance and improve its prospects for success in the future. By employing this technique, executives empower dependable staff members to take initiative and encourage novel approaches to problem-solving (Devi & Subiyantoro, 2021).
- **Transactional Leadership Style:** This leadership style prioritizes individual interests and extrinsic motivation as a means to achieve a desired outcome and uses a system of rewards and penalties to accomplish short-term goals. It is centered on the exchange of skills, knowledge, resources, or effort between leaders and their subordinates (Purwanto et al., 2020).
- **Delegative Leadership Style:** Referred to less controlling leadership style as "laissez-faire," in which a team member is given specific tasks and responsibilities. In addition, delegative leadership is regarded as less invasive as it provides the team with greater authority and control (Zulfikar & Rahman, 2019).
- **Bureaucratic Leadership Style:** Is strategy for management that emphasizes hierarchy. Decisions are made according to a well-defined chain of command that is based on laws and regulations. Because expectations, roles, and responsibilities are clearly spelled out, bureaucratic management encourages efficient systems (Purwanto, 2020).
- **Participative Leadership Style:** The process by which a superior and his or her subordinates jointly make decisions, or at least share influence, is known as participatory leadership. Furthermore, its significance in organizations has grown beyond measures in recent times. A high productivity/high wage economy also necessitates new labor management relationships, including ways to share gains and organize work that fully

develops and utilizes the skills, knowledge, and motivation of the workforce. This is reflected in modern business organizations, which reflects a growing realization among academics and managers (Akpoviroro et al., 2018).

- **Supportive Leadership Style:** This type of leadership involves a leader who is approachable and kind, and who also pays attention to the needs and well-being of their followers. Additionally, supportive leaders go above and beyond to ensure that their followers enjoy their work and are treated fairly, showing them respect for their positions. Therefore, supportive leadership increases innovativeness, and in printing firms, there is a strong correlation between innovation and entrepreneurship (Ochieng & Koshal, 2023).

2.2.5 CEO Mindset

The updated version of a global bestseller assists people and institutions in adopting a new way of thinking that enhances productivity, fosters teamwork, speeds up innovation, and generally improves the lives of those around them. Many of us operate from an inward mindset, focusing solely on our own goals and objectives without even realizing them. To highlight the differences that people and organizations commonly face between their true inner mindsets and the external mindsets they require, the mindset offers gripping true stories (Otocki & Turner, 2020).

A person's mindset influences their choice, encoding, and retrieval of information as well as the types of assessments and reactions they provide (Rucker & Galinsky, 2015). A person's mindset determines the relative importance of different options, based on how they interpret their circumstances. Mindsets fall into two categories. A fixed mindset was the first, followed by a growth one. People with a fixed mindset typically think that their inherent abilities, such as talent or intelligence, are unchangeable fixed traits that cannot be improved upon (Alwi et al., 2018). On the other hand, people with a growth mindset think that their most fundamental skills can be improved through effort and commitment. Individual mindsets such as this promote resilience and lifelong learning for significant achievement. An individual's mindset plays a role in innovation; a person with an innovative mindset will think that they can develop their skills, intelligence, and abilities to produce new and

improved ideas. For most employees in large organizations, innovation requires a correct mindset and culture (Volná et al., 2015).

According to (Sidhu et al., 2016), individual mindset is a way of thinking that affects how a person views and responds to a situation, which is reflected in their attitudes toward innovation. Psychological concepts include social capital, self-efficacy, perfectionism, cooptation, grit, resilience, and entrepreneurial failure. Measurements that monitor the performance of tools and competencies, language and the right brain, action learning thought processes, and other factors can cause these individual mindsets to emerge in the workplace (Alwi et al., 2018).

The CEO is at the top of the organization chart, and the individuals closest to the customers are at the bottom, resembling a triangle with the organization situated on its base, making it possible to deduce that the CEO is the most significant individual (Hambrick & Quigley, 2013). This is the most crucial person in determining the course of the performance and what needs to be done about it (Quigley et al., 2021). The CEO should be at the bottom of the triangle, with the most significant individuals closest to the customer at the top; once the decision has been made, the money is made by those at the top, but only after the market is determined to be the target for their efforts (Wang & Yan, 2022).

The CEO is the main component of the company in which he works, he contributes to achieving the desired goals of the company, and he is the one who prepares and implements the plans that are proposed by the board of directors, supervises them, and follows up on their progress (Quigley et al., 2021). It is also known that the performance of the CEO affects the performance of institutions and companies in general, so he must have general characteristics that contribute to improving the company's financial performance and activating its decisions related to investment policies, thus achieving more rewarding profits (Christensen-Salem et al., 2022).

The appointment of a CEO is considered an important organizational decision, and it largely controls the effectiveness of companies' performance, as the characteristics of the company and the mentality of the individual who practices the profession of the CEO must be consistent and interconnected (Gupta, Nadkarni, et al., 2018). The mentality of the CEO

plays a pivotal role in the financial policy of companies, and there are also some characteristics such as gender, age, level of education, experience, CEO turnover rate, the dual position of CEO and chairman of the board of directors, the director's ownership percentage in the company, and CEO rewards that can affect the performance of the CEO (Christensen-Salem et al., 2022).

A CEO is defined as the highest authority of an organization or company, who plans, organizes, coordinates, and controls everything related to the internal management of the business (Sattayaraksa & Boon-itt, 2017). The CEO is also known as the person responsible for setting company policies and supervising and managing everything related to the workplace (Xi et al., 2016). In addition to researching issues and problems related to the company and finding solutions to them, he also examines the reports received by the management department and supervises the evaluation process (Eisenbeiß et al., 2014).

It is also defined as the person responsible for supervising employees at the technical and administrative levels, who seek to increase their productivity and consider the extent to which occupational safety and health regulations are followed (Wei & Lin, 2021). It can also be defined as being responsible for the general operations of the organization, including coordinating the members of the board of directors, departments, administrative levels, and divisions of the company, and is solely responsible for the success or failure of the organization (Altarawneh et al., 2020).

The CEO is responsible for working with managers to divide the basic goals of each department into sub-goals to achieve the basic goals of the organization (Quigley et al., 2021). He also verifies executive programmers, plans, and executive budgets before the director-general approves them (Altarawneh et al., 2020).

He participates in developing plans and provides advice to the board of directors and department managers (Quigley et al., 2021). He participates in regular meetings to design appropriate executive programs and sub-plans, write down and formulate the decisions and recommendations that have been taken, and before presenting them to directors, the organizational structure and quality policy are studied and audited (Christensen-Salem et al., 2022). It also conducts a final review of all promotions and salaries at the end of each year

before submitting the file to the Chair, This done in cooperation with the director of quality planning and assurance and the management representative of the quality system (Hambrick & Quigley, 2013).

In addition to attending board meetings, CEO review and audit all records, processes, instructions, and forms associated with the quality system after it is examined by quality system management (Quigley et al., 2021). It also reviews and audits the organization's annual budget before presenting it to the chair of the board (Chiu et al., 2022) . He makes all necessary decisions that enable the executive director to implement the plans and assignments assigned to him (Quigley et al., 2021). He also represents the company before others at events, official interviews, and parties with the authorization of a representative of the board of directors (Gupta, Briscoe, et al., 2018). He submits monthly, semi-monthly, annual, and semi-annual reports to the Chair of the Board and discusses them at periodic meetings (Abernethy et al., 2019).

The CEO has absolute powers and full authority to supervise the work of employees, hold them accountable, impose administrative penalties, and issue an order to distribute incentives and rewards after the approval of the representative of the board of directors for each of the following: the administrative director, the production director, the director of the general manager’s office, the directors of administrative divisions and divisions, and employees in the office general director (Lo & Fu, 2016).

He also has the absolute right to ask any official or employee about the working conditions and issues they face, as well as the right to make special recommendations regarding termination, fines, or referrals for investigations (Abernethy et al., 2019). He has the unrestricted ability to make decisions that enhance performance and business results, in addition to the unrestricted ability to enter any restricted space other than employees (Eisenbeiß et al., 2014).

The CEO’s position is demanding and fulfilling in the fast-paced, cutthroat business world, where successful CEOs, managers, entrepreneurs, and business owners have a distinct mentality that makes them stand out from the crowd (Sattayaraksa & Boon-itt, 2017). Moreover, a CEO is first and foremost aware of the value of vision and strategic thinking;

they can look beyond the immediate situation and predict how their company will develop in the future (Petrenko et al., 2015). In addition, CEOs ensure that their companies stay on course and remain flexible in the constantly changing market by establishing well-defined goals and a refined roadmap, and demonstrate excellent leadership abilities (Quigley et al., 2021).

They create a culture of cooperation and innovation by inspiring and motivating teams (Altarawneh et al., 2020). Outstanding CEOs are aware of the value of developing talent, giving their staff freedom, and fostering a happy workplace. They create an environment in which continuous improvement is valued, and encourage their teams to pursue excellence and welcome change (Reina et al., 2014). In addition, CEOs have a significant appetite for taking risks, and they know that innovation and business growth depend on the measured risks. CEOs challenge the status quo and propel their companies forward by taking calculated risks, even if this means moving outside their comfort zones; they do not hesitate to make difficult choices (Altarawneh et al., 2020).

CEOs also have outstanding communication abilities and are excellent at communicating their strategies and visions to their customers, stakeholders, and teams (Saidu, 2019). Moreover, CEOs who communicate well can forge lasting bonds, inspire confidence, and successfully negotiate difficult circumstances; they are adept at distilling difficult concepts into clear, applicable messages that connect with their audience (Ashford et al., 2017).

In offices, CEO mindset and actions have a significant impact on succession-planning procedures and results (Wiersema et al., 2018). While boards are legally in charge of CEO succession planning and, ultimately, CEO selection (Berns & Klarner, 2017), it is widely recognized that boards encounter significant informational obstacles in carrying out their responsibilities, including bandwidth limitations and other obstacles (Hassi et al., 2021).

A board's assertiveness in starting and directing the succession-planning process can easily be interpreted as a lack of confidence in the current CEO and as an inappropriate overreach to the CEO's responsibilities for their executive team (Ashford et al., 2017). In addition, boards face challenges related to accountability and motivation (Majoni &

Rosenthal, 2023), as a result, boards and CEOs usually collaborate on succession planning, with the latter occasionally relying heavily on the former CEO's preferences and judgment when choosing and preparing their eventual successors (Toscano et al., 2018). Conversely, current CEOs frequently have a significant impact on the procedures used to choose their successors, the decisions made during the selection process, and the prospects for the success of their chosen candidates, both directly and indirectly (Wang & Yan, 2022). The consequences of succession can be significantly influenced by incumbent inattention and inaction in various ways (Pan et al., 2019).

To understand the impact of these mindsets on organizational outcomes in corporations, since the groundbreaking work of (Hambrick, 1989), a large body of prior research has employed the CEO's mindset as a stand-in for executives' personal beliefs and values since the groundbreaking work of (Hambrick, 1989). In addition, to explain CEO decisions and their results, academics have more recently started to investigate executives' CEO mindset, including narcissism, sympathy, and altruism (Yin et al., 2019). Researchers concentrate on four CEO mindsets that may influence a CEO's views, encounters, and relationships with others and, consequently, impact an organization's performance (Altarawneh et al., 2020). Because of the social context in which FCOs operate, they are likely to have an impact on a CEO's management and are visible to stakeholders, whose opinions of a CEO's mindset can influence the CEO's effectiveness (Gupta, Nadkarni, et al., 2018). According to (Wang et al., 2016), there is still uncertainty regarding the specific CEO mindsets that influence organizational outcomes, how these mindsets are used, and whether CEO mindsets that improve managerial discretion moderate this relationship.

Stakeholders can also readily observe them to determine which CEOs are most qualified to oversee their contributions and effectively fulfill their altruistic goals (Chiu et al., 2022). Therefore, considering the predominately cultural and religious aspects of Pakistani society, altruism is a highly relevant personality trait (Quigley et al., 2021). A CEO's dedication to obtaining and overseeing resources to effectively carry out the charitable mission of the organization influences stakeholder perceptions (Abernethy et al., 2019). In addition, the CEO mindset, since a founder CEO typically devotes a great deal of time, effort,

attention, and personal values to the establishment and operation of organizations (Altarawneh et al., 2020).

Many studies have attempted to study the issue of the CEO's mindset through several dimensions. The following two dimensions will be relied upon:

- Individual Assessment: Individual assessment, also referred to as an individual assessment center, individual AC, individual assessment, or IAC, is a methodical procedure designed to evaluate and forecast an individual's behavior and performance within an organization (DeLuca et al., 2019). Currently, hiring new employees and staff development or potential assessment are the two areas most frequently utilized. A consensus regarding a candidate's intellectual potential, drive for success, and social skills is obtained through a combination of situational and psycho-diagnostic procedures, and the involvement of an additional qualified third party (Petscher et al., 2020). Individual assessment consultations take a lot of time, so it is important to weigh the benefits and drawbacks of the process; therefore, the procedure is usually saved for important decisions involving human resources, such as hiring decisions for senior or management positions where selecting an incorrect candidate could have dire repercussions (Burgoyne & Macnamara, 2021). When it comes to determining whether an employee is a good fit for a promotion to management and how best to support them individually, a staff development assessment can offer crucial insights, and in some circumstances, more one-on-one mentoring following debriefing may be advised (Yan et al., 2021).
- Organizational Assessment: This plays a bigger role in enterprise transformation and serves as a cross-industry and cross-time measurement tool . Evaluations offer vital details regarding the areas of strength, room for development, and possible investment plans to boost performance. Assessment tools aim to incorporate and reflect a holistic measurement of performance across multiple dimensions, including stakeholder value, leadership, culture, and quality, as performance is increasingly acknowledged as a complex and multifaceted construct (Schneider & Pulakos, 2022). Operations and business management have long used organizational assessments. In these situations, program strengths and/or weaknesses can be identified and performance shifts can be

predicted with the help of assessments (Preece et al., 2017). In addition to these internal roles, they are equally important outside the organization. Organizational assessment can be used as a benchmark against competitors and industry standards or to generate comparisons across industries (Canning et al., 2019). Additionally, organizational assessments that assess various performance dimensions are essential for understanding the current state and developing a transformation plan, as well as for designing, implementing, and measuring enterprise transformation strategies (Emami et al., 2022). Additionally, companies are attempting to take advantage of performance diversity to gain a competitive edge and optimize value delivery (Ferreira et al., 2024). Early organizational assessment, by highlighting issues with process flow or organizational performance bottlenecks, aids in the identification of performance gaps and prioritization of areas of focus. It also helps create a future-state vision for the organization and determines investment priorities (Canning et al., 2019).

2.2.6 Corporate Governance

In recent years, the world has witnessed increasing interest in corporate governance. This is because governance plays a major role in improving the quality of companies' work, ensuring economic stability, and eliminating crises in financial and non-financial institutions, especially after the collapse and bankruptcy of a number of international companies (Bhagat & Bolton, 2019). Therefore, the application of corporate governance rules has become a basic principle adopted by the public and private sectors (Khatib & Nour, 2021). This is to ensure confidence in the country's economy and the application of fair and clear laws and regulations to preserve the rights of investors and economists alike (Puni & Anlesinya, 2020).

Proper application of the basics of governance aims to enhance the stability of financial markets and stimulate the economy (Albitar et al., 2020). In addition, striving to restore the confidence of traders in the stock market, which has been lost as a result of inaccurate accounting data and information and the unreliable information it contains, is the main driver of interest in corporate governance (Kyere & Ausloos, 2020). This is the most important principle in the corporate governance process, which ensures that financial statements are

prepared according to high-quality standards and are made available to users in a timely manner (Fernández & Gaite, 2020).

The definitions of the concept of governance varied, as the content of each definition reflects its point of view. In 1992, the Cadbury Committee defined corporate governance in (1992) as an integrated system of financial and non-financial control carried out through the management and control of the company (Nordberg, 2020). The study (Haj-Salem et al., 2020) defined corporate governance as a field of economics concerned with searching for ways and means to achieve administrative efficiency. (Pucheta-Martínez & Álvarez, 2019) defined governance as the system by which companies' actions are organized and followed up at the highest levels to achieve their goals and adhere to specific standards of integrity and transparency. Corporate governance, as defined by the International Finance Corporation, is a system through which companies are managed and controlled (Wang & Ramzan, 2020). The Organization for Economic Cooperation and Development defines governance as a set of relationships between a company's managers, board of directors, and other shareholders, or as a system that directs and manages the company's business between various parties and establishes controls and procedures for making decisions in the company's affairs (Li et al., 2021). According to the study (Harun et al., 2020), governance is defined as a set of all procedures and frameworks used to direct and manage the business in a way that increases shareholder value in the long term while improving business performance and accountability while taking into account the interests of other relevant parties. While the study (Almagtome et al., 2020) defined governance as a set of duties and procedures that the board of directors and executive management adhere to to to provide strategic direction, ensure that goals are achieved, risks are properly managed, and the company's resources are used responsibly and productively. Corporate governance was defined in the study of (Abdelfattah & Aboud, 2020) as a set of rules, mechanisms, and controls that govern the relationship between the external user and management, as it will direct companies toward the correct path in operation and investment by the legislation and laws in the country that owns the region.

Corporate governance has emerged in general to support companies in the markets and to help them achieve their goals and protect them from financial collapses in the markets. This supports the credibility and transparency of data in financial statements by taking many

important and organized measures to address the decline in company profits and increase employee compensation above the permissible limit to the company's budget (Younas et al., 2021). By planning fundamental changes in control standards and monitoring financial statements, corporate governance prepares for any market shocks or collapses that affect the economic system, the entire financial stock, and cause major damage and problems to the global stock market (El Diri et al., 2020).

Shareholder comfort and interest in social and environmental activities in companies, such as the proliferation of mutual funds and exchange-traded funds and a strong focus on environmental risk management and disclosure, are increased by resorting to corporate governance that provides special financial reports and designs on the necessary measures and procedures to track corporate responsibilities and tasks (Almagtome et al., 2020). Corporate governance reduces conflicts of interest to avoid risks and issues between companies, and affects the management compensation structure by reducing scandalously high salaries and increasing incentive compensation, in addition to its important impact on the distribution of profits to investors in large and small companies alike (Khatib & Nour, 2021).

Corporate governance plays an important role in enhancing the investment environment and providing multiple benefits to companies and their shareholders, as owners and managers of companies and related parties benefit from adherence to the principles of corporate governance, which will also enhance transparency and disclosure. The benefits that companies gain as a result of their application of governance rules become clear by enhancing their access to financial markets (Bhagat & Bolton, 2019). Facilitating financing operations helps companies maintain their competitiveness through partnerships, mergers, and acquisitions, while reducing risks by diversifying assets, developing an exit strategy, ensuring the smooth transfer of wealth between generations, withdrawing family investments, and reducing the possibility of conflicts of interest (Mukhtar et al., 2020).

In addition to implementing sound governance procedures that improve internal control systems, accountability levels, and profit margins and reduce the cost of financing while laying the foundation for future economic expansion, diversification, and sales, as well as the ability to attract investors from inside and outside (Castrillon, 2021). Reducing the costs of increasing investor confidence because when the foundations of governance are established,

potential investors and partners will be more confident in investing or expanding the company's business and risk management, which involves preventing crises or dangers or resolving them quickly as they develop to reduce the damage and expenses they cause (Almashhadani & Almashhadani, 2022).

Through a group of different concepts that were given to corporate governance, which included many and varied aspects with diverse viewpoints on this term, we found that it is characterized by several characteristics, including independence, which means the independence of the board of directors and its affiliated committees, such that no pressure affects their performance (Bhagat & Bolton, 2019). In addition to accountability, shareholders have the right to question and follow up on members of the board of directors, the committees affiliated with this board, senior management, internal and external audits, and executive management about their decisions and evaluate their performance on an ongoing basis (Buallay et al., 2017).

In addition, justice and honesty mean respecting the rights of the various stakeholders in the company and being fair in dealing with them with all honesty (Ali et al., 2021). A discipline means that all concerned parties in the company follow ethical behavior in performing their jobs (Hermuningsih et al., 2020). Finally, transparency provides a clear picture of everything that happens within the company entity, such as disclosing its financial objectives and publishing financial statements promptly (Wang & Ramzan, 2020).

The idea of corporate governance was developed primarily to promote fairness and openness, grant the right to hold company management accountable to protect shareholders, take into account the interests of the workplace and employees, and prohibit arbitrary abuse of power that does not serve the public interest (Harun et al., 2020). The principles and rules of corporate governance seek to grant the rights of property owners, their right to vote, and their ability to obtain a share of the company's annual profits and to protect shareholders' rights by maintaining records of stock ownership and ensuring open access to information in a timely manner (Almagtome et al., 2020).

In addition to its role in achieving justice, it means that it recognizes the rights of all stakeholders in the company and does so in a way that ensures justice and equality for all

shareholders inside and outside the organization (Abdelfattah & Aboud, 2020). And disseminate knowledge and defend the credibility of communication channels in its effort to do so, and The effectiveness of control is evident through the company's work for all relevant parties in an accurate and acceptable manner (Bhagat & Bolton, 2019). The integrity of internal and external control systems and the application of laws and rules constitute the pillars of corporate governance (Ali et al., 2021).

Improving the effectiveness of institutional performance, establishing processes to eliminate fraud, conflicts of interest, and undesirable behavior, or in other words, preventing potential violations by management, ensuring compatibility between management and the interests of shareholders, and creating structures that determine how all rights and obligations are distributed and systems to monitor the performance of the institution (Fernández & Gaite, 2020). It works to enhance transparency in all business transactions and auditing practices to help control corruption in all its forms, including financial and accounting misconduct, and to avoid crises, even in countries where companies do not actively trade on the stock market (Antwi et al., 2021). These principles work to ensure fair treatment of employees, creditors, shareholders, and other interested parties in the event of corporate bankruptcy; to support the aspect of openness in the processes used for accounting and financial auditing, there must be a need for effective oversight, and accounting responsibility must be strengthened (Li et al., 2021).

Regulating business operations is necessary for all countries, especially for large companies listed on financial markets, as a set of guidelines has been developed that codify the idea of ethical behavior for these companies, which refers to a set of ethical and behavioral standards that govern the work of the board of directors, executive management, and employees (Haj-Salem et al., 2020).

Many laws, decrees, and practices that provide the best protection are referred to as the principles of corporate governance (Almagtome et al., 2020). The Organization for Economic Cooperation and Development also stated that there is no good unified model of corporate governance (Fernández & Gaite, 2020). Principles evolve and change through innovation and development in the company; they balance the interests of the company's managers and shareholders. and other stakeholders (Bhagat & Bolton, 2019).

The objectives of corporate governance principles are to guide stock exchanges, investors, listed and unlisted companies, and to evaluate and improve the legal, institutional, and regulatory entities that have an impact on how the principles of corporate governance are applied through a corporate governance approach that includes interactions between the company's senior management and the board of directors and shareholders (El Diri et al., 2020). It also aims to increase economic efficiency at the macro level between structural policies and give the company's senior management and the board of directors appropriate incentives to achieve goals that are in the interest of the company and its shareholders (Ali et al., 2021). In addition, it aims to support effective follow-up and oversight, so that companies can be pushed to make better use of their resources to attract foreign investment so that they can grow and compete on a global scale and increase the level of confidence among regional investors (Bhagat & Bolton, 2019).

Five sections of the principles drawn up by the OECD were activated in 2004, after many lengthy public consultations. The revised principles, which now cover six sectors, have been adopted by OECD member states at the international level. The OECD principles are considered economic and development standards, and are a common and basic basis for expanding the administration's authority and activating its function within the framework of governance (Alahdal et al., 2020). The OECD also made a number of points regarding governance principles, the most important of which is the fact that corporate governance rules are only intended to serve as guidelines rather than mandatory rules (Fernández & Gaite, 2020). They also focus on banks and publicly traded companies; these principles do not advocate a particular model of governance but instead suggest some universal practices that can be accommodated by any model in any organization (Nordberg, 2020). It is also constantly evolving due to continuous financial changes, and an effective governance system relies on a set of internal and external regulations to improve the effectiveness of corporate performance, reduce risks, and maximize opportunities (El Diri et al., 2020).

Many mechanisms can be used to implement corporate governance in a way that helps institutions, especially after the failure of large companies in the United States, which blamed American accounting standards as one of the causes of these financial disasters (Almagtome et al., 2020). Governance mechanisms represent the methods used to address problems that

arise between management and the owner in general, in addition to the strategies and tactics used to address agency issues that develop between management and the group of securities between the dominant majority and minority owners and a set of methods used at the company level to address issues related to corporate governance (Albitar et al., 2020). The application of these methods depends on the type of governance system used in the country, and most studies agree that corporate governance systems can be divided into internal and external mechanisms (Fernández & Gaite, 2020).

Within this framework, internal governance mechanisms can be classified into: First: the board of directors, where the board of directors is defined as the primary body that receives the management of the company and which controls the company's activities by making the necessary decisions to achieve the company's objectives (El Diri et al., 2020). As for (Fama & Jensen, 1983), they consider that the board of directors is the most important governance mechanism responsible for monitoring a company's activities. In this regard, the concept of the board of directors can be summarized as being responsible for forming a link between the company's owners, shareholders, and management, which is responsible for setting general corporate policies (Albitar et al., 2020).

The board of directors can be referred to as the best tool for following up on management's behavior, supervising it, and limiting manipulations resulting from its wrong behavior, as the board of directors supports protecting the investor's capital in the company from misuse committed by management through its legal powers to appoint and reward senior management (Bhagat & Bolton, 2019). An effective board of directors also contributes strongly to building the company's plan, developing appropriate incentives for management, and monitoring its behavior, which positively reflects the company's status and performance (Harun et al., 2020). For the company's board of directors to be able to carry out its duties of direction and control, it resorts to forming a group of committees among its non-executive members (Pucheta-Martínez & Álvarez, 2019). The most prominent of these committees are as follows: the audit committee, since the failures and financial turmoil that occurred in international companies, has attracted a lot of attention from global and local bodies and specialized researchers, which comes as a result of the role that the audit committee can play

as a governance tool in enhancing trust and transparency in the financial information disclosed by companies, through its role in preparing financial reports (Younas et al., 2021).

In addition, the appointment committee, where the best individuals with qualifications and experiences match the qualifications and experiences required by the organization, is selected to serve on the board of directors and appoint employees (Harun et al., 2020). The company's board of directors has been given duties and authority, follows up on their work, and examines their decisions periodically, and the positions of the chairman of the board of directors and Managing Director are supposed to be filled by individuals (Li et al., 2021). The appointments committee's responsibilities include identifying and researching these possibilities as well as developing open recruitment processes to ensure the hiring of the best qualified applicants, making recommendations to the board of directors to review or amend these rules to comply with legal requirements, and reviewing the self-evaluation of board members, remuneration committee members and executives (Antwi et al., 2021).

The remuneration committee also forms a certain number of members, not less than three or more than six. The board of directors appoints the independent, non-executive members of the board of directors, and the committee elects one of its members to be the chairman of the committee (Younas et al., 2021). The company's board of directors assigns duties and responsibilities that are periodically reviewed by the board of directors (Albitar et al., 2020). The main responsibilities of the remuneration committee include identifying and reviewing other benefits for senior management, and following up and approving the incentive plans that the company's senior managers will receive (Li et al., 2021). The remuneration committee has authority to seek knowledgeable consultants to assist in their implementation. and perform its duties as required and conduct an annual self-evaluation of its performance to ascertain whether it is performing its duties correctly or not (Harun et al., 2020).

An internal audit is defined as an internal governance mechanism, and it is a separate and unbiased activity with the aim of providing assurance and other advisory services that have been proven to enhance and add value to the organization’s operations and help the organization achieve its goals by using a systematic procedure to evaluate and enhance the efficiency of risk management, control, and governance systems (Pucheta-Martínez &

Álvarez, 2019). Internal audits are an administrative discipline that has developed since World War II from an activity that focuses primarily on financial and accounting issues until it has reached full operational levels (Almashhadani & Almashhadani, 2022). The internal auditor is a person who works within the internal audit department in the organization, carries out internal audit operations, and bears responsibility for it (Albitar et al., 2020).

External governance mechanisms mean that the company has obtained supervision, follow-up, and control from external sources (Khatib & Nour, 2021). In this way, the economic activity of companies is regulated, the effectiveness of the financial market is determined, and the effectiveness of regulatory bodies such as the capital market authority contributes to tightening its control over the companies and private institutions that participate (El Diri et al., 2020). In liberal professions, such as auditing and credit rating, the existing tension between the social and private returns of these companies (Bhagat & Bolton, 2019).

The Institute of Auditors in the United States of America confirms that an external audit enhances governance responsibilities, as external audits are the cornerstone of good governance for state-owned companies (Castrillon, 2021). External auditors help these companies achieve accountability and integrity, improve operations, and assist in supervision, foresight, and wisdom (Harun et al., 2020), which is used to identify and prevent administrative and financial misconduct by focusing on ensuring that state-owned companies implement their mandates (Bhagat & Bolton, 2019). As for wisdom, it supports decision-makers by giving them an unbiased evaluation of programs, policies, processes, and results (Khatib & Nour, 2021). Finally, wisdom identifies the trends and challenges faced by a company, and external auditors use financial auditing, performance auditing, verification, and consulting services to perform each of these responsibilities (Pucheta-Martínez & Álvarez, 2019).

Since corporate boards of directors are essential to the corporate governance of contemporary businesses, we must understand this relationship to understand corporate governance. The argument for a smaller board size has dominated most public discussions on board structure. While a larger board size initially makes important board functions easier,

larger boards eventually experience issues with coordination and communication, which lowers board effectiveness and overall firm performance (Baysinger & Butler, 2019).

The number of directors makes up the board size, and smaller boards are thought to have lower decision-making costs than larger boards. Therefore, smaller boards can provide better monitoring (Alsadeq, 2023). One may anticipate an inverse relationship between board size and risk if boards operate in the best interests of shareholders. A negative correlation between board size and risk may be anticipated if boards are more focused on the interests of regulators (EmadEldeen et al., 2021). (Allam, 2018) also makes decisions made by larger boards less drastic and carries less risk owing to coordination issues that can occur. Most studies demonstrate a notably inverse relationship between board size and company success (Badu & Appiah, 2017). If there is a discernible correlation between larger board sizes and lower performance, then a "one size fits all" approach to board size could potentially improve the inefficient governance associated with larger boards. These findings have several significant regulatory implications. For instance, prominent scholars have argued that board size should not exceed 8 or 9 for all firms. The characteristics of the national institutional framework may also influence the relationship between board size and performance in addition to firm-specific factors. The functions of boards vary among nations with different institutional backgrounds and, as a result, there may be differences in the expected relationship between board size and performance (Shrivastav & Kalsie, 2016).

The financial experience of the board of directors can be considered an important specification for a board member that affects the effectiveness of the board of directors, as the board of directors needs expertise and experience to make better decisions regarding the company's performance and monitoring functions (Gaite & Fernández, 2020). The financial experience of board members refers to the ratio of the number of board members with previous financial, accounting, and administrative experience to the total number of board members. Financial experience enhances the effectiveness and efficiency of the advisory role of managers in companies (García-Ramos & Díaz, 2021). The financial expertise of the board of directors is also defined as experience, qualifications, and skills related to accounting or finance, and is measured as a percentage of the company's board members who are classified as financial experts (AlQudah et al., 2019).

A financial experience is defined as someone who works for a banking institution, non-bank financial institution, non-financial firm, academic institution, professional investor, or finance-related role such as treasurer, CFO, accountant, or VP finance. The percentage of reported independent directors categorized as financial experts is the financial expertise measure (Gaite & Fernández, 2020). Organizations that possess financial expertise and capabilities, also referred to as "financial resources, " go beyond simply understanding the workings of the financial industry (Arumona & Erin, 2019).

To make sustainable decisions and prevent financial loss and hardship, it is important to comprehend a company's finances and risks. Theoretically, maintaining organizational performance requires financial expertise. Therefore, fewer domain-specific resources, such as general learning capacities, may also play a significant role in success (Cowling et al., 2017). Financial expertise and abilities may be used to forecast a company's performance, but this does not guarantee that they will act in the company's best interests. In this case, firm performance may also be influenced by additional elements such as learning style and CFO experience (Lawati & Hussainey, 2021).

The importance of board diversity as a tool for sound corporate governance has steadily increased. According to national and international policymakers, board diversity is associated with improved firm performance (Eulerich et al., 2014). Concerns about costs and benefits are considered when making decisions about board diversity, in addition to moral considerations alone (Sarhan et al., 2018). Although diverse board structures are desired by many organizations, it is unclear how this affects company performance of the company (Hassan & Marimuthu, 2018). Diverse boards are better able to comprehend various market conditions. As different board members come from different backgrounds and have varying levels of expertise and experience, board diversity fosters innovation and creativity (Khan & Subhan, 2019).

Board diversity is measured in two ways: first, by the presence of directors of different nationalities on the board, and second, by the presence of female board members on corporate boards. Audits have been investigated in terms of audit costs and quality (Issa et al., 2021). Appropriate governance structures are essential for organizational success in developing economies and lower the likelihood of financial crises and management disputes (Khatib et

al., 2021). Furthermore, three strategic management philosophies the upper echelons theory, the resource-based theory, and the managerial networking theory underpin the association between board diversity and firm performance (Almarayeh, 2021).

(Sarhan et al., 2018) examine the effect of board diversity on firm performance in the Middle East and North Africa. The results showed three significant fold-changes. First, firm performance benefits from board diversity as measured by gender and nationality. Second, in companies with better governance, board diversity has a significant and strong relationship with firm performance. Finally, rather than using real executive pay scales, board diversity, as measured by gender and nationality, raises performance-based compensation. Although there is a negative correlation between the amount of money raised, gender diversity and financial performance were positively correlated. Higher levels of fundraising are correlated with board members' age diversity.

The independence of the members of the board of directors means that members of the board of directors do not have any material relationship or any self-interest with the company or any of the employees of the senior executive management, members of the board of directors, or with the company's auditor (Fuzi et al., 2016). Independent members of the board of directors work to enhance the efficiency and effectiveness of the control function and the reliability of financial statements (Bohorquez et al., 2018). Therefore, the composition of the board of directors should include independent members to better complete the function of monitoring directors and maintain the value of the company, which helps reduce agency problems through monitoring and control functions as well as specific supervision of the company's management in day-to-day business (Mohapatra, 2016).

Independent directors actively participate in board discussions and offer their opinions. On the board of the company, they speak to shareholders. Being an independent individual, they must ensure that neither management nor insiders influence their performance or presence (Hu et al., 2022). In addition, independent directors are appointed by the company to oversee the performance of executive directors and upper management (Al-Saidi, 2020). As a result, they would maximize shareholder value to further shareholders' interests. According to (Pan et al., 2018), independent directors should focus on a number of issues that will help the company formulate its strategy efficiently. Additionally, they ought to

inquire about the company's business ventures, product market segmentation, and valuable customers included in market segmentation (Shan, 2019). Additionally, in board discussions, independent directors with extensive industry experience and a relevant background are more inclined to confront CEOs and the management team (Rashid, 2018).

In academia and business, one of the most divisive topics is CEO duality and its effects on company performance (Doğan & Yildiz, 2013). The combined leadership structure has been eliminated in recent years due to agency arguments and empirical data showing the detrimental effects of duality on performance (Fama & Jensen, 1983). Additionally, activist shareholders of a number of companies have advocated against CEO duality by launching proposals that demand an absolute ban. On the other hand, some businesses have offered proof of the value-adding quality of the unity of leadership produced by duality. It is becoming increasingly crucial for businesses, business professionals, and scholars to ascertain whether CEO duality improves firm performance (Duru et al., 2016).

A chief executive officer (CEO) 'sprimary duty is to develop and implement the strategic plans, goals, and policies of the organization. On the other hand, the board of directors is in charge of directing the company's operations in a way that will gradually benefit shareholders in the long run (Shrivastav & Kalsie, 2016). Auditing a CEO's present or future administrative activities is one of the most significant duties of the board of directors. Additionally, it is advised that the chief executive officer and president of the board of directors be two separate people because the president of the board of directors should be responsible for significant auditing and monitoring tasks (Pham & Pham, 2020).

(Gill & Mathur, 2011) examined the relationship between and the worth of Canadian manufacturing companies. Empirical findings indicate a positive correlation between duality and company value. Furthermore, (Valenti et al., 2011) find no statistically significant correlation between performance indicators for businesses. Additionally, (Qadorah, 2018) discovered a negative correlation between and business success. (Dogan et al., 2013) investigated how CEO duality affects mutual fund companies' performance. The findings indicate that CEO duality improves mutual fund companies' financial performance.

Ownership structure is considered the backbone of companies, as it shows the nature of the owners and the value of their shares in the company's capital. Owners may be individuals, families, institutions, foreign ownership, or government ownership, which means their goals, desires, and requirements differ (Zraiq, 2018). Researchers' interest in studying the extent of the influence and diversity of ownership components has increased. Public joint-stock companies affect investor behavior and improve stock returns and company performance, as it is one of the effective mechanisms of corporate governance, and the ownership structure is an indicator of the application of corporate governance rules (Ahmed & Hadi, 2017). The interests of internal and external stakeholders now differ in modern corporations because of the separation of ownership and management. It has been argued that managerial ownership and debt are useful governance tools for bringing these interests together (Zraiq, 2018). Debt can be particularly helpful in lowering agency conflicts because it forces the company to make regular principal and interest payments, which limits managers' power to influence the company's cash flow and take on less-than-ideal projects (Musallam, 2015).

One of the main subjects of corporate governance is the challenge lenders may face in obtaining a return on their investment. Agency conflicts arising from the division of ownership and control are of particular interest (Ongsakul et al., 2019). The division of objectives between owners, principals, managers, and agents is said to result in agency costs. For instance, instead of giving money to owners, who might have better investment opportunities, managers might use it to fund low-value projects in an attempt to grow their empire (Azizi et al., 2021). The literature primarily focuses on ways to control managerial discretion more effectively, paying particular attention to challenges arising from asymmetric information (Coles & Li, 2020). In addition, managers typically know more about a company's potential than the owner. One technique to lessen the issues caused by asymmetric information is through incentive contracts (Romero & Araújo, 2020). Where it is impossible to specify the amount of effort the manager is expected to put in, because effort is not observable. One method of ex ante incentive alignment in this situation is managerial ownership (Ongsakul et al., 2019).

Since the mid-1970s, Jensen and Meckling investigated the principal-agent theory, ownership structure, managerial behavior, and agency costs (Jensen & Meckling, 1976), The relationship between managerial ownership and firm performance has garnered significant attention in the corporate governance literature. Since Baltic states regained their independence, the concept of managerial ownership has existed. Because of the favorable legal environment, many ex-ante state-owned businesses offered shares to their management or to all their employees on favorable terms during the early 1990s privatization process (Romero & Araújo, 2020).

Managerial ownership is type of ownership indicates that management owns part of the company's shares. More equity ownership by the manager helps to better align monetary incentives between managers and other owners, which may improve performance (Jensen & Meckling, 1976). Conversely, increased equity ownership by managers may have the opposite effect on performance since strong managers may overlook the interests of other stakeholders (Azizi et al., 2021). In addition, excessive managerial ownership can lead to managers becoming entrenched, which can be particularly expensive if they have little education or lead a comfortable life (Musallam, 2015). A formal model that predicts a "roof"-shaped relationship between managerial ownership and firm performance is also presented by (Shan, 2019).

Both the entrenchment and incentive effects are related to managerial ownership. If there is a positive correlation between managerial ownership and firm performance of up to approximately 80%, the effect becomes negative (Cassel, 2020). Better incentives are reflected in the positive effect, whereas an entrenchment effect is the cause of the negative effect. Additionally, when there are fewer managers involved with ownership stakes, firms perform better. In terms of external owners, businesses with more external owners tend to perform better (Yuwono & Aurelia, 2021).

Organizational culture is communicated through a variety of practices and artifacts. (Palmer & Feldman, 2017) also noted that organizational leaders can intentionally create content and organizational culture as a means of accomplishing goals or they can develop it naturally as members of the organization carry out tasks. Organizational culture, as defined by (Ajdarovska & Attar, 2020), is an enduring collection of the fundamental beliefs,

presumptions, interpretations, and methods that define an organization and its constituents. Numerous researchers have asserted that an organizational culture that focuses on success enhances organizational effectiveness.

A study of (Agu, 2020) found that individual ethics and organizational culture can improve company profitability in the short- and long-term. While the study (Bozorgi et al., 2022) found no significant relationship between organizational culture and financial performance, the results of the statistical analysis indicated no significant relationship between the studied cultures and financial performance.

According to (Djoko et al., 2018), organizational culture has no obvious effect on profitability. (Rebelo & Gomes, 2017) showed that organizational culture has a direct and positive impact on profitability.

2.3 Empirical Evidence

2.3.1 Organizational Culture and Profitability

Organizational culture has a significant impact on firm performance. A strong organizational culture fosters shared objectives, motivation, and control mechanisms to mold the behavior necessary to improve organizational profitability, which, in turn, affects organizational members' performance (Karimah et al., 2023). According to (Zehir et al., 2011), organizational culture plays a critical and strategic role in setting the direction and goals of a company, fostering and enhancing effective business performance, and ultimately influencing the long-term success of organizational profitability. Organizational culture is composed of conventions, presumptions, values, and beliefs (Mutiaram & Ali Iqbal, 2021).

Within companies, organizational culture has a significant impact on profitability. According to research, strong corporate culture can impact financial performance in both positive and negative ways. However, some research indicates that fostering ideals such as justice, collaboration, and teamwork can increase profitability (Banning et al., 2023). Some argue that a strong culture may impede innovation and, consequently, financial success (Mukhtar et al., 2020). Furthermore, it is emphasized that a crucial element in attaining both immediate and long-term favorable impacts on business performance is the alignment of

personal ethics and organizational culture toward optimize profitability (Xanthopoulou & Alexandros, 2022). Additionally, by realizing the workforce's potential for self-organization, employers can increase profitability by comprehending how employees distribute their personal values and put in place management techniques that promote cultural stability (Ahmed & Hadi, 2017).

The study (Urbanovičová et al., 2019) showed that there is a dependence between an optimized organizational culture and the profitability of enterprises. According to (Djoko et al., 2018), organizational culture has no obvious effect on profitability. (Rebelo & Gomes, 2017) showed that organizational culture has a direct and positive impact on profitability. Additionally, a study by (Mali et al., 2022) discovered a significant positive correlation between financial performance and profitability and organizational culture. Based on the previous discussion, the following hypothesis is proposed:

H1: *The impact of organizational culture on profitability varies throughout businesses*

2.3.2 The CEO Letter to Stakeholders

The shareholders' letter, also known as the CEO letter, is the most commonly read section, and serves as a crucial source of information for stakeholders' decision-making processes. This letter is typically viewed as a promotional tool designed to convey companies' subjective viewpoints and to create a positive image (Anderson & Imperia, 1992). It addresses topics that stakeholders are interested in, such as evaluating the previous year's performance, highlighting significant events, showcasing corporate social responsibility efforts, and outlining the company's vision. Consequently, letters communicate a company's competitive edge (Kohut & Segars, 1992). Previous research has introduced various sentiment analysis techniques to extract useful information from social media platforms (Taboada et al., 2011; Wilson et al., 2009). Some researchers have classified sentences as positive or negative (Taboada et al., 2011), whereas others have categorized them as critical or emotional, based on intuition. However, the results of these classifications are often inconsistent and difficult to compare, owing to the use of different self-designed frameworks across studies. Despite the potential of sentiment analysis of non-financial information to

predict financial performance and aid investors in decision making, research in this area remains limited.

H2: A Lagged CEO letter has a negative impact on financial profitability.

2.3.3 The CEO Mindset and Profitability

The mindset of a CEO, including traits such as optimism and overconfidence, has a significant impact on a company's profitability. According to research, CEO overconfidence influences decision-making processes; in the growth, mature, and shake-out stages of a firm's life cycle, overconfident CEOs perform better and generate positive abnormal returns (Demirkan et al., 2020). Furthermore, manipulative accounting policies can influence company performance through earnings management practices when a CEO exhibits narcissism (Sugiono & Anggraeny, 2022). The relationship between mindset and profitability is multifaceted, as evidenced by various studies. This emphasizes the significant impact of CEO mindset metrics on behavior and profitability, highlighting the behavioral effect, marketing effectiveness effect, and marketing efficiency effect as key mechanisms (Andrews & Welbourne, 2000).

However, (Brown, 2019) study delved into stress management self-efficacy and stress mindset, showing a positive correlation with gainful employment. (Anolam et al., 2015) focus on CEO mindset, such as transaction utility, categorization process, and choice bracketing, revealing their varying effects on corporate profitability, with a notable relationship found for the categorization process. Furthermore, (Andriushyna et al., 2020) discussed the connection between mindset and economic development in post-colonial states, emphasizing the role of a society's orientation toward individualism in achieving economic prosperity. Lastly, Kandrashina and Mantulenko (2022) explore how a financial mindset influences business profitability through entrepreneurs' financial policy choices, affecting risk levels, financial sources, and profitability outcomes. Based on the previous discussion, the following hypothesis is proposed:

H3: CEO mindset has a significant positive impact on profitability .

2.3.4 The Corporate Governance and Profitability

Corporate governance influences profitability in several sectors. Various facets of this relationship are highlighted by studies from South Asian, GCC, and Pakistani nations. While high leverage can have negative effects, factors such as board size, CEO duality, audit committee independence, firm size, and growth positively affect firm performance (Khan & Mahmood, 2023). When considering managers' opportunistic tendencies, the impact of corporate governance on financial performance is minimal in GCC countries, indicating the need for a more nuanced approach to director appointments (Sharma et al., 2023).

Furthermore, studies conducted on banks in South Asia indicate that insider trading profitability is negatively correlated with board independence and institutional ownership but positively correlated with board size and managerial ownership (Singh & Gupta, 2022). These results highlight the importance of corporate governance in determining profitability and the necessity of customized governance procedures to improve financial performance in various geographic areas.

(Alawi, 2022) revealed that corporate governance significantly influences insider trading profitability. (Mukoffi et al., 2022) found no significant impact on profitability from the audit committee, board of directors, or board of commissioners .Additionally, (Purnama & Trisnaningsih, 2022) discovered that the audit committee and board of commissioners had a major impact on profitability. Based on the previous discussion, the following hypothesis is proposed:

H4: *Corporate governance has a significant positive moderation impact between firms internal factors and profitability.*

Sub-hypothesis:

> ***H4.1:*** *Corporate governance has a significant positive moderation impact between Organizational Culture and profitability.*
>
> ***H4.2:*** *Corporate governance has a significant positive moderation impact between CEO Letter to Stakeholders and profitability.*

H4.3: *Corporate governance has a significant positive moderation impact between CEO Mindset and profitability.*

H4.4: *Corporate governance has a significant positive moderation impact between Leadership styles and profitability.*

2.3.5 The Leadership Style and Profitability

Without a leadership style, organizations run the risk of internal conflict and stagnation because team members have different opinions and solutions, this is according to (Farahnak et al., 2019). Qualified leadership stimulates zeal and dedication, augmenting organizational efficiency. Since performance cannot be attained without leadership that is able to adapt to changes and challenges in the environment, the style of leadership has an impact on profitability (Bhaduri, 2019). Thus, the analysis and adaptation of leadership style to new demands is necessary if an organization wishes to improve without a leadership style. Organizations run the risk of internal conflict and stagnation because team members have different opinions and solutions (Oreg & Berson, 2019). This finding is in accordance with (Kelly & Hearld, 2020). Qualified leadership stimulates zeal and dedication, augmenting organizational efficiency. Since performance cannot be attained without leadership that is able to adapt to changes and challenges in the environment, the style of leadership has an impact on profitability; thus, the analysis and adaptation of leadership style to new demands is necessary if an organization wishes to improve profitability (Marjan, 2023).

It is indisputable that a leader's style affects a company’s success or failure. A company's owners, above all other interest groups, can benefit from a successful leadership style (Ruben et al., 2023). Accordingly, profitability is anticipated to be crucial for future leadership studies (Guzmán et al., 2020). According to (Brandt et al., 2016), transformational leadership has dimensions that include challenging, enabling, visioning, rewarding, and contesting. Additionally, (Endedlu, 2022) discovered a stronger correlation between profitability and transformational leadership styles. Similarly, the results of multiple regressions demonstrated that, in contrast to autocratic leadership styles, democratic

leadership styles have a positive and significant impact on bank profitability. Based on the previous discussion, the following hypothesis is proposed:

H5: *Leadership style has a positive impact on profitability.*

Chapter Three: Methodology

Choosing an appropriate research methodology is one of the most important steps that the researcher must take, because it is linked to the tool used to answer the questions and test the hypotheses (Tuan, 2010) . Accordingly, this research follows a descriptive and analytical approach, which is used to study the characteristics of a particular phenomenon by collecting, classifying, analyzing, and interpreting related data and drawing results and implications that can be generalized (Alabdullah et al., 2021).

The descriptive and analytical approach is well suited for this study because it allows us to collect detailed and accurate data on profitability, organizational culture, CEO mindset, letters to stakeholders, governance characteristics, and leadership style. Using correlation and regression analysis techniques, we can identify and analyze the relationships between these variables. This will help us to understand how effective coordination among these factors can contribute to enhanced profitability and sustainable success. The results are presented in the tables, graphs, and summary statistics.

3.1.1 Population and sample

The research sample comprises the employees working in the 12 listed banks in Palestine, with 7579 as the total number of the employees at the end of December 2023. Based on the Yamane's formula, and with a confidence interval of 95%, the sample size should be 366, however in this study, Proportionate purposive sampling was used rather than pure random sampling. Purposive sampling seems to be appropriate as the study focuses on internal organizational factors (organizational culture, CEO mindset, leadership style, CEO communications, corporate governance) which could affect profitability. This approach offers the ability to purposively select informants with particular knowledge and decision-making positions concerning the variables to be studied (Palinkas et al., 2013). The sample, therefore, will comprise managerial and executive employees having served at least five years and employees in strategic departments, i.e., governance, finance, and human resource. These criteria ascertain whether the respondents are in the position to give informed answers, that is, possessing both authority and awareness of the context in question (Hambrick, 1989). It also give preferences to the banks those have clear governance system

and available CEO disclosures to facilitate the analyses based on the Upper Echelons and Agency perspective (Pavlatos, 2012). This focused sampling approach aims to increase methodological robustness by providing data that are relevant and rich in order to provide comprehensive evidence about the intricate relations between internal factors and firm performance.

3.1.2 Study tools and measurements

Quantitative and qualitative data were collected to meet research objectives. A questionnaire will be developed using previous literature, and both the OCAI and Arbinger tools will be adopted to determine the type of culture and mindset consecutively. Secondary data were collected from firms' disclosures.

3.1.2.1 Research Questionnaire

The primary data collection via structured questionnaires, Appendice (1) is planned for the period between 2020 and November 2024. The questionnaire will adopt retrospective self-reporting for 5 years, Leadership characteristics and governance structures are seen as persistent traits that influence strategic choices and organizational outcomes over time — even when measured at a single point, This is still acceptable in many strategic and organizational studies where culture, leadership, or governance are viewed as stable traits with long-term effects (Golden, 1992; Miller et al., 1997).

In this study, we used a questionnaire designed based on some of the study's variables. The questionnaire was divided into four sections:

The first section included questions related to demographics, such as gender, age, employee level, tenure, and educational qualification.

The second section contains items related to leadership style.

The third section includes items that evaluate a mindset using the arbitringer group mindset tool.

The fourth section includes items related to evaluating a bank's current organizational culture using the OCAI tool.

In this study, the researcher employed a five-point Likert scale with five point ranging from strongly disagree (1) to strongly agree (5). The index was estimated by the following formula: Class length = (Max alternative Min alternative) number (5-1) of / 3 = 1.33. Therefore, it was categorized into three levels: low (1–2.33), middle (2.34–3.66) and high (5.00-3.67).

The questionnaire was a valuable tool for collecting data from participants in this study. It includes questions that measure demographic characteristics and helps the researcher understand how to achieve effective coordination between multiple factors, such as organizational culture, CEO mindset, CEO letters to stakeholders, and leadership style.

The reliability and validity of the study tool were established utilizing the below procedures:

First, the OCAI and Arbinger Group surveys are well-established tools designed to assess aspects of organizational culture and mindset. Their use suggests that the content of the survey is representative and comprehensive for assessing culture or mindset.

Second, the validity of the arbitrators, or what is known as content validity, will be used by presenting the scales to (6) arbitrators Appendice (2), who are faculty members specializing in the field, to ensure that the scales are appropriate for what they were prepared for measurement, the soundness of the wording of the paragraphs and their clarity, and the degree to which the paragraph belongs to the dimension developed to suit the standards for the Palestinian environment.

Third, construct validity by verifying the validity of the study measures will be applied to an exploratory sample that represents the study population, and the Pearson correlation coefficient will be used to extract the values of the item's correlation coefficients with the dimension to which it belongs. The approved criterion for accepting the item according to what (Garcia, 2011) is that the value of the correlation coefficient that is less than (0.30) is considered weak, values that fall within the range (0.30, less than, or equal to 0.70) are considered moderate, and values greater than (0.70) are considered strong.

The establishment of construct validity involved confirmatory factor analysis using a first-order model. Two key aspects were examined: the significance of each item's factor loadings, and the overall acceptability of the measurement model. The latter was assessed using chi-square statistics and three fit indices. Commonly reported indices include the non-normed fit index (NNFI), comparative fit index (CFI), and root mean square error of approximation (RMSEA).

Finally, to verify the reliability of the study measures, the internal consistency method was used, and Cronbach's alpha homogeneity coefficient was calculated. This type of reliability indicates the strength of homogeneity of the study tool.s Cohen's kappa test will also be used to test intercoding reliability when conducting context analysis.

3.1.2.2 Secondary Data

Rapid and unparalleled growth in data mining, big data, and artificial intelligence has propelled natural language processing (NLP) into a booming and widely applicable field, with significant potential. As researchers have grappled with vast amounts of textual data, sentiment analysis has emerged as a cutting-edge technique that offers enhanced efficiency and precision in text processing. Its rapid advancement, cost-effectiveness, and adaptability make it an appealing alternative. Sentiment analysis, also referred to as "opinion/sentiment mining" or "subjectivity analysis," is a prominent interdisciplinary area combining computational linguistics and computer science. It aims to extract subjective opinions, emotions, and attitudes embedded within a text, while examining how language is utilized to convey subjectivity and perspectives on specific topics (Pang & Lee, 2004).

Secondary data for profitability indicators such as ROA and Tobin's Q will be collected for the years 2020 to 2024 from publicly available financial statements, annual reports, and databases maintained by the Palestinian Monetary Authority.

The researcher used sentiment analysis with paragraph-level categorization. The lexicon-based approach is a standard method used in sentiment analysis to determine the overall sentiment (positive, negative, or neutral) of a text. It relies on a predefined lexicon that is a list of words or phrases with associated sentiment scores. Furthermore, different

CEO letters indicate various discussion subjects to ensure reliability of the NLP mechanism. A context analysis technique was employed to categorize the subjects mentioned in the CEO's Letter to Stakeholders. Two coders will be assigned clear instructions, and the researcher will employ Cohen's kappa test, where a kappa score close to one represents perfect agreement.

Principal Component Analysis (PCA) is a highly efficient method for identifying data patterns and emphasizing their similarities and differences. This is advantageous for high-dimensional datasets where visual analysis is essential for access patterns. A significant advantage of PCA is its ability to compress identified patterns and minimize information loss by reducing dimensions. Primary data, initially consisting of mutually correlated variables, are represented by independent hypothetical variables, called principal components, resulting in a new database with fewer variables that retain significant information. In this study. The main objective of PCA is to explain the dataset's variance using a few linear combinations of the original data. This method has been previously employed to analyze corporate governance indices, emphasizing the critical components identified through eigenvalue decomposition of the correlation matrix (Hashmi & Bhatti, 2019).

3.1.2.3 Software's

Sentiment analysis was performed with Python using text blobs, and STATA was used for conducting descriptive and inferential statistics and for testing hypotheses. Descriptive analysis performed using univariate statistics to illustrate the study sample characteristics and to present frequencies, arithmetic means and standard deviations. These statistical procedures examine the relative frequency distribution of sample features and responses to questionnaire items.

3.1.2.4 Study Variables

Table 3.1 shows a summary of the study variables.

Table 3.1 Summary of Study Variables:

Dependent Variable	Symbol	Measurement	Reference
Firm Performance	FP		
Return on Assets	ROA	Calculated by dividing total assets by net profit.	(Deitiana & Habibuw, 2015)
Tobins Q	TQ	Computed by the Ratio of the firm's market value to book value of assets (Market value of Equity+ Book value of Debts)/ Book Value of Total Assets.	(Singh et al., 2017)
Independent Variables			
Mindset	M		
CEO Mindset Assessment	IA	Arbinger's Institute Model	(Otocki & Turner, 2020)
Organizational Assessment	OA	Arbinger's Institute Model	(Otocki & Turner, 2020)
CEO Sentiment	CS	NLP analyses of CEO letter to stakeholders	(Fei et al., 2021)
Polarity	PLA		
Subjectivity	SUB		
Leadership Style	LS		
Autocratic	AC		(Puni et al., 2014)
Participative	PE	The instrument questionnaire, the Participative Leadership Inventory (PLI), was used. The	(Akpoviroro et al., 2018)

		questionnaires were structured as strongly agree (SA), strongly Agree (A), undecided (U), Disagree (D), and Strongly Disagree (SD).	
Supportive	SE		(Davidson Mghanga Mwaisaka et al.)
Laissez Faire	LE		(Puni et al., 2014)
Organizational Culture	OC		
Clan	CN	Data was collected using a questionnaire using the OCAI approach.	(Karimah et al., 2023; Lee & Ding, 2022)
Adhocracy	AY	Data was collected using a questionnaire using the OCAI approach.	(Karimah et al., 2023; Lee & Ding, 2022)
Hierarchy	HY	Data was collected using a questionnaire using the OCAI approach.	(Karimah et al., 2023; Lee & Ding, 2022)
Market	MT	Data was collected using a questionnaire using the OCAI approach.	(Karimah et al., 2023; Lee & Ding, 2022)
Corporate Governance	CG		
Financial Expertise	FE	1 if the member has financial education	(Sun et al., 2015)

Board Size	BS	Number of board members	(Alabdullah et al., 2019)
Board Diversity	BD	Number of female to total number	(Hassan & Marimuthu, 2016, 2018)
Board Independence	BI	The percentage of non -executive members in the board of directors and disclosed in the financial statements.	(Fuzi et al., 2016)
Board Attendance	BAtd	Percentage of board meetings attended by all directors during the fiscal year	
Board Tenure	BTen	Log_{10} of the total years of service of all board members in a given year, based on firm yearly Disclosure. This measure captures aggregate board experience and, through a log transformation, corrects skewness in the distribution. While no prior study combines these exact components, log transformations of tenure are common in governance and finance to normalize data (tenure as average years logged). In contexts where cumulative board experience affects outcomes, summing tenure has been conceptually considered in practice disclosures	
Managerial Ownership	MO	The percentage of shares owned by the company's executives and directors.	(Ifada et al., 2021)
Control Variables	CV		

Company Size	CS	Calculating by the logarithm of total assets.	(Babalola, 2013)
Firm Age	FA	The number of years that have passed since the establishment of the firm.	(Coad et al., 2017)
Bank Type	BT	Islamic , Conventional	(Wefald et al., 2010)
Financial Leverage	FL	Total debt / Total assets.	(Iqbal & Usman, 2018)
GDP Growth Rate	GDPR		(Bertay et al., 2022; Yildirim & Efthyvoulou, 2018)
Loan-to-Deposit Ratio	LDR	Total Loans/ Total Deposits	(Berger & Bouwman, 2009)
Ownership Origin	OO	Dummy variable Domestic 1 forgien 0	(Hermes & Lensink, 2004)

3.1.3 Diagnostic Testing

To ensure the robustness of the regression models:

1- Multicollinearity was assessed using the Variance Inflation Factor (VIF). All VIF values were below the threshold of 10, indicating no serious collinearity issues (Kutner et al., 2005).
2- Correlation matrices were used to evaluate bivariate relationships among independent variables, confirming discriminant validity.
3- Arellano-Bond tests for AR(1) and AR(2) were conducted to check for autocorrelation in GMM models.

4- Sargan and Hansen tests validated the overidentifying restrictions and instrument relevance in GMM.
5- Hausman tests determined the appropriateness of fixed vs. random effects specifications.

3.1.3.1 Measurement Reliability and Validity

Cronbach's Alpha was computed to assess the internal consistency of multi-item constructs across five consecutive years.

3.1.3.2 Analytical Techniques

To test the proposed hypotheses, the study used two main techniques:

- Panel Regression Models: Both fixed-effects and random-effects Generalized Least Squares (GLS) models were estimated, with Hausman tests (Hausman, 1978)determining the appropriate specification. The models analyzed both accounting-based (ROA) and market-based (Tobin's Q) measures of performance.
- System Generalized Method of Moments (GMM) as robustness: To address potential endogeneity, measurement error, and reverse causality, two-step system GMM estimation was applied (Arellano & Bover, 1995; Blundell & Bond, 1998). This method accounts for dynamic relationships and provides robust standard errors, especially with small samples and short time dimensions, standard in financial and governance studies (Roodman, 2009).

The use of panel regression allows for controlling individual heterogeneity and detecting dynamic effects, especially in small-sample settings such as banking in Palestine (Baltagi, 2021). GMM is particularly suited for this context due to its ability to correct for simultaneity bias and omitted variable problems common in financial-performance studies (Wintoki et al., 2012). The diagnostic tests and instrument validity checks reinforce the methodological soundness and credibility of the estimates.

3.1.3.3 Research Model

Direct Effect:

Model 1: $FP = \beta 0 + \beta 4OC + \beta 6CV + \varepsilon$

Model 2: $FP = \beta 0 + \beta 3LS + \beta 6CV + \varepsilon$

Model 3: $FP = \beta 0 + \beta 1M + \beta 6CV + \varepsilon$

Model 4: $FP = \beta 0 + \beta 2CS + \beta 6CV + \varepsilon$

Moderating Effect of Corporate Governance:

Model 5: $FP = \beta 0 + \beta 4OC + \beta 5(OC*GC) + \beta 6CV + \varepsilon$

Model 6: $FP = \beta 0 + \beta 3LS + \beta 5(LS*GC) + \beta 6CV + \varepsilon$

Model 7: $FP = \beta 0 + \beta 1M + \beta 5(M*GC) + \beta 6CV + \varepsilon$

Model 8: $FP = \beta 0 + \beta 2CS + \beta 5(CS*GC) + \beta 6CV + \varepsilon$

Where:

FP: Firm performance (measured by ROA and TQ)

$\beta 0$: Intercept term

$\beta 1$: Coefficient of Mindset (M)

$\beta 2$: Coefficient for CEO Letters to Stakeholders (CS)

$\beta 3$: Coefficient of leadership style (LS)

$\beta 4$: Coefficient of organizational culture (OC)

$\beta 5$: Corporate governance (CG) interaction

$\beta 6$: Coefficient of control variable (CV)

ε: Error term

3.1.3.4 Conceptual framework

Below in Figure 3.1 is the research model

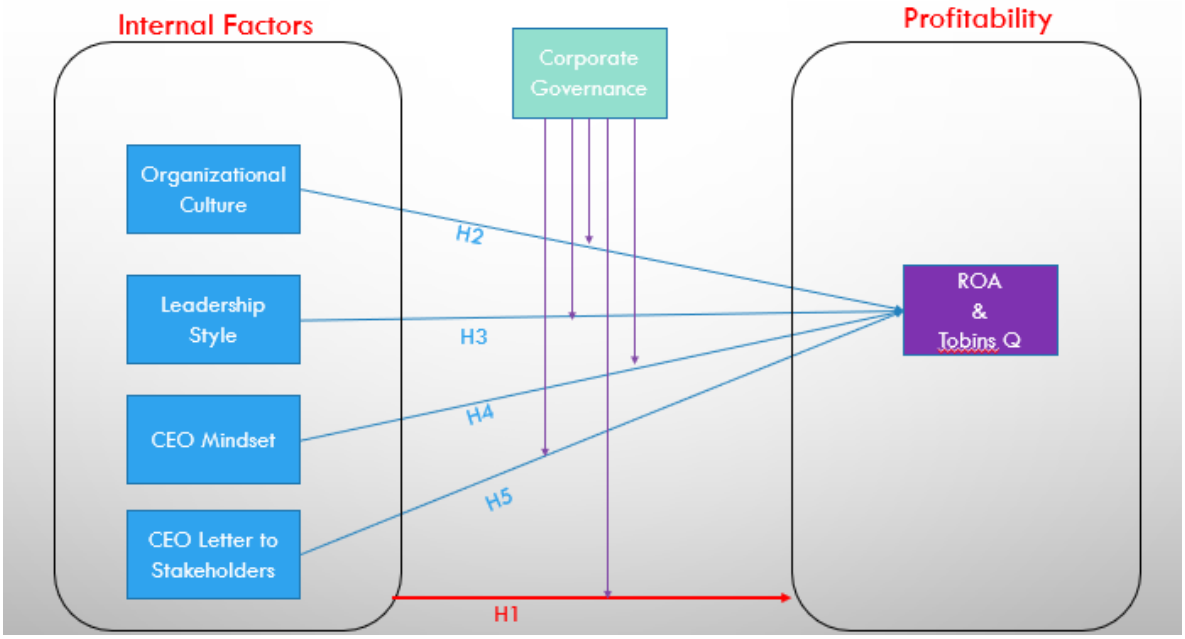

Figure 3.1: Study Variables

Chapter Four: Results

In this chapter, data analysis and hypothesis testing will be presented, using descriptive statistics for all the variables of the study, and their correlation, lastly, hypothesis testing using panel analysis.

4.1 Demographic Profile of the Respondents

Table 4.1 presents the description of all respondents data of the sample size, the table provides the frequencies and percentages of respondents.

Table 4.1 Sample Demographics:

Variable	Freq.	Percent
Gender		
Female	235	60.72
Male	152	39.28
Total	387	100.00
Age Group		
25 to 34	143	36.95
35 to 44	95	24.55
45 to 54	99	25.58
55 and above	50	12.92
Total	387	100.00
Education		
Bachelor's	277	71.58
High School or Below	17	4.39
Master's	85	21.96
Ph.D.	8	2.07
Total	387	100.00
Experience		
1 to 3 years	2	0.52
4 to 6 years	128	33.07
7 to10 years	122	31.52
Less than 1 year	1	0.26

More than 10 years	134	34.63
Total	387	100.00
Job Rank		
Executive	94	24.29
Manager	100	25.84
Senior Staff	193	49.87
Total	387	100.00
Department		
Finance	52	13.44
HR	74	19.12
IT	88	22.74
Marketing	66	17.05
Operations	99	25.58
Other	8	2.07
Total	387	100.00

The previous table displays the demographic characteristics of the study sample. The "Gender" in figure 4.1 males have reached the number of 152 (39%), while females have 235 (61%)

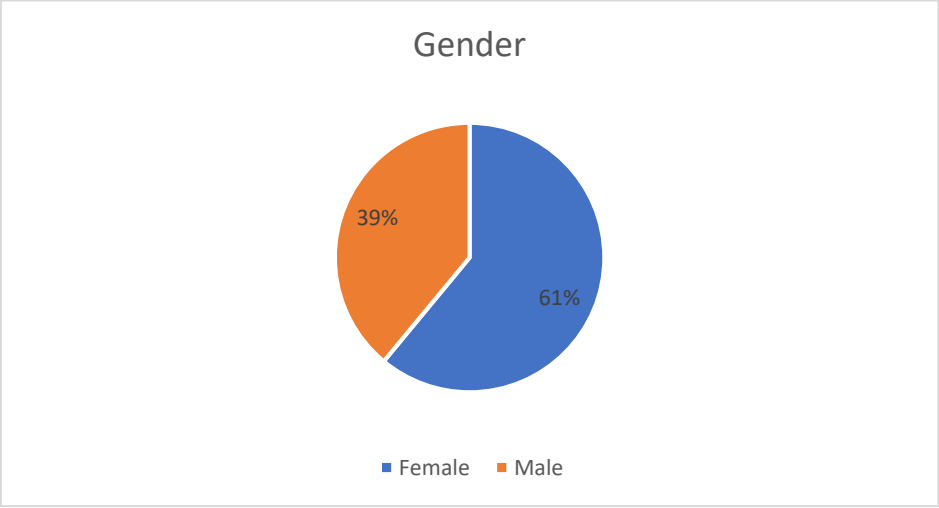

Figure 4.1: Gender

The highest Age group in figure 4.2 of the respondents is in the category of (25-34), which reached 37%, the lowest was (55 years and above).

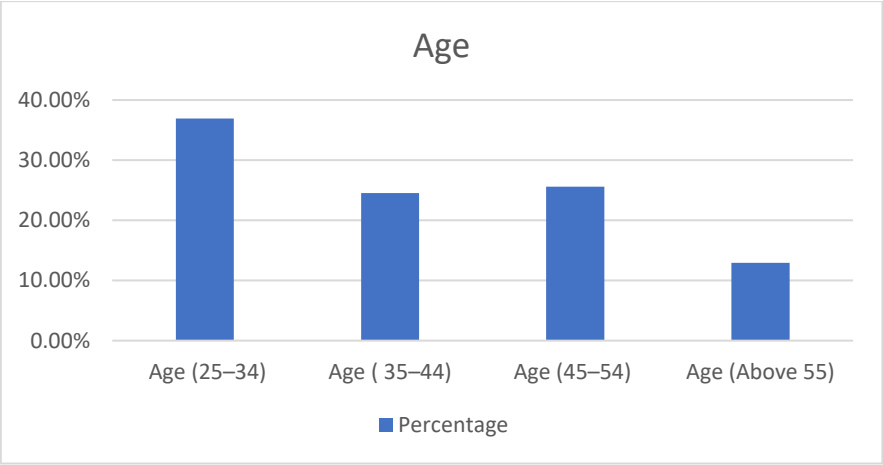

Figure 4.2: Age Categories

The educational level of the respondents, as shown in Figure 4.3, has the highest percentage for Bachelor's Degree, at 72%, and Ph.D. the lowest, at 2%.

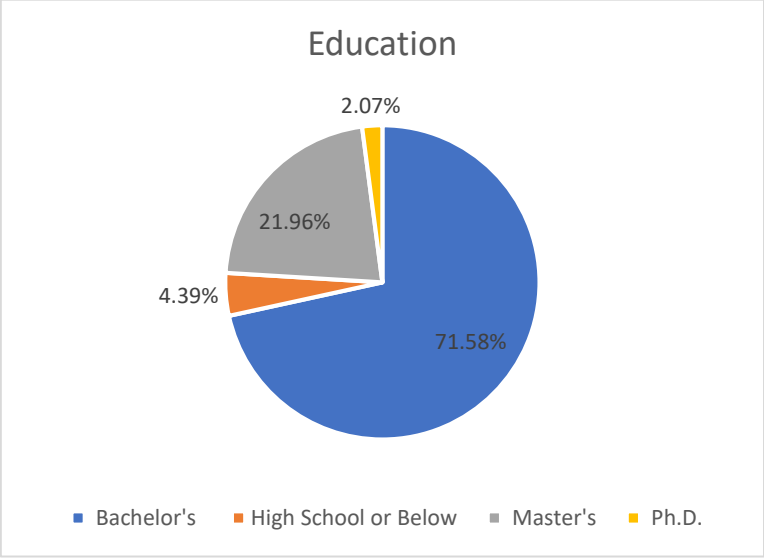

Figure 4.3: Education Level

The variable of years of escperience as well presents the highest percentage for employees with more than 10 years of experience, and 49% from the respondents were senior staff and 25% were from operations.

4.2 Descriptive Statistics

4.1.1 Primary Data

This section presents the descriptive statistics for all primary variables and all their dimensions.

Table 4.2 analysis of leadership styles across twelve Palestinian banks, as illustrated in the table, reveals distinct organisational patterns in managerial behaviour. The total number of respondents (n = 380) was asked to classify the leadership style of their immediate manager based on four predefined categories: Autocratic, Participative, Supportive, and Laissez-faire. The data suggest that Participative leadership is the prevailing style across most banks, with 273 out of 380 respondents (71.8%) identifying their managers as typically consultative in decision-making processes. A closer look at individual banks highlights several interesting deviations from this general trend. Specifically, Islamic Banks display a strong tendency toward Autocratic leadership, with 29 out of 32 (90.6%) and 28 out of 33 (84.8%) and (71.4%) of their respondents, respectively, identifying their leaders as autocratic. This suggests a hierarchical or top-down decision-making culture in these institutions. Conversely, conventional banks exhibit a dominant participative leadership style. Supportive and Laissez-faire leadership styles appear to be marginal overall, Their distribution is scattered and does not dominate in any bank, indicating that such leadership approaches are either rare or situational rather than systemic within the sampled institutions.In summary, while participative leadership appears to be the normative style across the Palestinian banking sector, variations exist that may reflect institutional culture, governance structures, or strategic orientation. The prominence of autocratic styles in specific Islamic banks, for example, may point to cultural, regulatory, or organizational

influences that prioritize control and top-down directives. These findings warrant further inferential analysis to understand the implications of leadership style on organizational outcomes such as employee satisfaction, innovation capacity, and institutional performance.

Table 4.3 presents the descriptive statistics for respondents' perceptions of CEO mindset across five consecutive years (2020–2024), based on a total of 380 observations per year. The items reflect various dimensions of CEO awareness, communication, recognition, and alignment with organizational goals, measured on a 5-point Likert scale. Across all years, the mean scores for each item remain consistently high, generally ranging between 4.60 and 4.80, indicating a strong positive perception of CEO behavior among respondents. For example, the statement "CEO has accurately stated the top three goals of my key coworkers" consistently recorded the highest mean values (4.781 in 2020 and 4.788 in 2024), with minimal variation (standard deviations typically below 0.65), suggesting a shared and stable view of strategic goal clarity across departments. Similarly, the item "CEO regularly checks in with coworkers to ensure my efforts are helpful" showed high and stable mean scores (ranging from 4.779 to 4.794), indicating perceived ongoing engagement by the CEO with operational-FLel contributions. Conversely, slightly lower mean values were observed for items related to information sharing and feedback reporting, such as "CEO generously shares information and resources with coworkers" and "CEO reports on my failures and plans to improve", though these still remained above 4.60 in most years. A marginal downward trend is noted in items such as "CEO carefully considers how my daily activities contribute to strategic goals", where the mean declined from 4.686 in 2020 to 4.632 in 2024, potentially reflecting shifting perceptions of strategic alignment over time. Overall, the data suggests consistently favorable evaluations of CEO mindset indicators across the five-year period, with limited variation in minimum and maximum values, and relatively low standard deviations—highlighting respondent consensus and the stability of these perceptions.

Table 4.4 presents the descriptive statistics for organizational mindset indicators over a five-year period (2020–2024), based on a consistent sample of 380 respondents. The items capture employees' perceptions of recognition, collaboration, communication, psychological safety, and empowerment within their organizations. Responses were collected using a 5-point Likert scale, with higher values indicating stronger agreement. Overall, the results

reflect moderate but gradually improving perceptions of organizational mindset across time. For example, the statement “Individuals in my organization feel as though they are fully recognized for their ideas and contributions” showed a steady increase in mean scores from 3.387 in 2020 to a peak of 3.589 in 2023, before slightly declining to 3.495 in 2024. Similarly, perceptions of goal alignment, captured by the item “People in my organization have a good understanding of each other’s goals and objectives”, improved from a mean of 3.503 in 2020 to 3.782 in 2023, reflecting strengthened internal clarity and communication. Conversely, some items consistently recorded lower mean scores. Notably, “People in my organization check in with their coworkers to make sure their efforts are helpful to them” remained the lowest-rated item across all years (mean values hovering around 2.96–3.07), suggesting ongoing gaps in cross-functional engagement. A similar trend is observed for “People in my organization feel safe giving constructive criticism and expressing their opinions openly”, where mean values consistently remained near 3.0 with relatively high standard deviations, indicating variation in psychological safety across individuals or departments. On the other hand, items related to empowerment and improvement culture such as “People in my organization feel empowered to make decisions” and “People regularly report on their failures and plans to improve” show gradual increases in mean scores over time, reaching above 3.5 by 2024. The standard deviations for most items remained moderate (typically around 0.6 to 1.0), suggesting a reasonable degree of agreement among participants with some variability in responses. In sum, the data reveals a moderately positive organizational mindset, with upward trends in several key areas over the five-year period, particularly regarding recognition, decision-making, and internal goal awareness. However, persistent challenges remain around open feedback culture and inter-colleague support, which may require targeted organizational development interventions.

Table 4.5 provide a nuanced understanding of the evolution of organizational culture over a five-year period (2020–2024), across six key dimensions: dominant characteristics, leadership style, employee management, organizational glue, strategic emphasis, and success criteria. The data indicate that the organization consistently exhibits a clan culture orientation, with relatively high mean scores for items such as “the organization feels like an extended family” (mean = 4.339 in 2020; mean = 4.005 in 2024) and “leadership exemplifies

mentoring, facilitating, or nurturing" (mean = 4.282 in 2020; mean = 4.182 in 2024). However, a slight downward trend is observed in several variables related to human-centric culture elements, suggesting a potential shift or diversification in organizational values. In terms of entrepreneurial orientation, the variables associated with innovation and risk-taking maintain relatively strong scores throughout the period. For instance, statements such as "the organization is highly entrepreneurial" and "the leadership exemplifies innovation or risk-taking" remain consistently above 4.0, although a modest decline is noticeable by 2024. This indicates a stable but slightly diminished commitment to innovation. Notably, competitiveness and market-oriented values "the organization is results-oriented" and "defines success based on market leadership") show more fluctuation, with lower mean values in 2023, possibly due to external disruptions or internal strategic recalibrations. The management of employees dimension reveals a persistent emphasis on teamwork and participative styles (e.g., "characterized by teamwork, consensus, and participation" averaged 4.276 in 2020 and remained strong at 4.179 in 2024), although variables reflecting high-pressure, individualistic, or competitive traits (e.g., "individual risk taking" and "hard-driving competitiveness") show moderate variability with slightly lower consistency in later years. Similarly, the organizational glue construct underscores trust and innovation as central binding forces, though trust-based cohesion (e.g., "loyalty and mutual trust") appears to wane from a mean of 3.939 in 2020 to 3.676 in 2024, possibly reflecting broader shifts in internal cohesion or psychological safety. The strategic emphasis within the organization seems to balance between human development (e.g., "high trust, openness, and participation") and performance-oriented metrics (e.g., "winning in the marketplace"), both of which maintain mean values above 4.0, albeit with marginal declines. Interestingly, the organization places consistent value on operational stability and permanence, as indicated by steady scores in items such as "efficiency, control, and smooth operations" (mean ≈ 4.2 across years). Lastly, under the criteria of success, the data reveal that the organization values innovation and market leadership (means above 4.2 in most years) over strictly efficiency-based metrics (means closer to 3.95 or lower). While there is a clear prioritization of innovative output and competitive advantage, the relatively lower and declining scores for "success based on human resources and employee commitment" (dropping from 3.953 in 2020 to 3.655 in 2024) may signal a strategic realignment that places less emphasis on internal development in favor of

external competitiveness. Overall, the data suggest a complex, evolving organizational culture that remains predominantly human-centered and innovative, yet demonstrates signs of strategic rebalancing and cultural diversification, particularly in response to changing internal and external environments. The patterns observed warrant further inferential testing to examine the significance and implications of these trends for organizational performance and employee engagement.

Table 4.2 Descriptive leadership style per bank:

Banks	Leadership Styles				
	Autocratic	Participative	Supportive	Laissez Fair	Total
Ahli Bank	1	10	0	0	11
Arab Bank	1	43	1	0	45
Arab Islamic Bank	29	1	1	1	32
BOP	10	90	1	2	103
Bank of Jordan	1	14	1	0	16
Cairo Amman Bank	1	21	1	0	23
Housing Bank	1	12	1	0	14
Palestine Investment Bank	3	11	0	0	14
Palestine Islamic Bank	28	2	1	2	33
Quds Bank	4	29	2	1	36
Safa Bank	5	1	0	1	7
TNB	4	39	2	1	46
Total	88	273	11	8	380

Table 4.3 CEO Mindset Descriptive Statistics:

Variable	2020				2021				2022				2023				2024			
No. of Obs – 380	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max
CEO has a clear and complete understanding of my manager's goals and objectives.	4.704	.644	2	5	4.713	.628	2	5	4.705	.643	2	5	4.681	.679	2	5	4.686	.674	2	5
CEO has accurately state the top three goals of my key coworkers.	4.781	.593	1	5	4.794	.59	1	5	4.768	.62	1	5	4.798	.637	1	5	4.788	.677	1	5
CEO has carefully consider how my daily activities contribute to the organization's strategic goals.	4.686	.731	1	5	4.68	.782	1	5	4.637	.898	1	5	4.601	.916	1	5	4.632	.876	1	5
CEO has regularly check in with my coworkers to ensure my efforts are helpful.	4.784	.583	1	5	4.782	.606	1	5	4.779	.609	1	5	4.787	.673	1	5	4.794	.654	1	5
Before taking action, CEO seek out the opinions of those who would be affected by his decisions.	4.709	.63	2	5	4.713	.624	2	5	4.707	.635	2	5	4.657	.724	2	5	4.694	.656	2	5
CEO generously share information and resources with coworkers.	4.678	.74	1	5	4.682	.779	1	5	4.638	.898	1	5	4.607	.896	1	5	4.629	.878	1	5
CEO has regularly report	4.704	.643	2	5	4.711	.629	2	5	4.712	.626	2	5	4.662	.709	2	5	4.675	.698	2	5

to my manager on my failures and plans to improve.																				
CEO worry about what people at work think of me.	4.778	.59	1	5	4.792	.581	1	5	4.774	.608	1	5	4.793	.649	1	5	4.795	.651	1	5
CEO provide credit and recognition I deserve.	4.679	.739	1	5	4.678	.786	1	5	4.643	.884	1	5	4.603	.907	1	5	4.626	.883	1	5
When others disagree with CEO, He carefully consider their suggestions.	4.778	.59	1	5	4.782	.612	1	5	4.765	.629	1	5	4.797	.64	1	5	4.799	.65	1	5

Table 4.4 Organizational Mindset Descriptive Statistics:

Obs - 380	2020				2021				2022				2023				2024			
Variable	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max	Mean	Std. Dev.	Min	Max
Individuals in my organization feel as though they are fully recognized for their ideas and contributions.	3.387	.604	2	5	3.416	.608	2	5	3.432	.606	2	5	3.589	.599	2	5	3.495	.583	2	5
People in my organization check in with their coworkers to make sure their efforts are helpful to them.	3.066	.963	1	5	3.021	.958	1	5	2.992	1.061	1	5	2.971	1.093	1	5	2.968	1.104	1	5
People in my organization have a good understanding of each other's goals and objectives.	3.503	.728	2	5	3.513	.814	2	5	3.629	.92	2	5	3.782	.78	2	5	3.676	.83	2	5

The people in my organization spend a lot of time and energy dealing with things that are going wrong.	3.013	.979	1	5	2.992	.995	1	5	3.032	1.037	1	5	2.942	1.131	1	5	2.966	1.1	1	5
People in my organization feel empowered to make decisions.	3.416	.582	2	5	3.387	.625	2	5	3.429	.631	2	5	3.589	.608	2	5	3.534	.6	2	5
Helpful performance conversations happen regularly in my organization.	3.545	.693	2	5	3.503	.827	2	5	3.611	.936	2	5	3.816	.788	2	5	3.729	.843	2	5
People in my organization regularly take initiative to report on their failures and plans to improve.	3.418	.582	2	5	3.418	.582	2	5	3.487	.61	2	5	3.626	.579	2	5	3.563	.62	2	5
People in my organization feel safe giving constructive criticism and expressing their opinions openly.	3.053	.97	1	5	2.982	.981	1	5	3.008	1.044	1	5	2.976	1.152	1	5	2.982	1.096	1	5
People in my organization feel as though management understands and responds helpfully to their concerns.	3.489	.76	2	5	3.489	.814	2	5	3.676	.9	2	5	3.832	.774	2	5	3.703	.808	2	5
People in my organization feel that too often meetings are burdensome rather than helpful.	3.045	.936	1	5	2.987	.981	1	5	3.003	1.074	1	5	3.024	1.115	1	5	3.005	1.099	1	5

Table 4.5 Organizational Culture Descriptive Statistics:

Variable	2020 Mean	Std. Dev.	Min	Max	2021 Mean	Std. Dev.	Min	Max	2022 Mean	Std. Dev.	Min	Max	2023 Mean	Std. Dev.	Min	Max	2024 Mean	Std. Dev.	Min	Max
Dominant Characteristics																				
The organization feels like an extended family. People share a lot of themselves.	4.339	.672	2	5	4.326	.747	2	5	4.218	.842	2	5	3.966	.596	3	5	4.005	.563	3	5
The organization is highly entrepreneurial, with a strong emphasis on innovation and risk-taking.	4.303	1.038	1	5	4.434	1.094	1	5	4.318	1.218	1	5	4.174	1.284	1	5	4.168	1.425	1	5
The organization is results-oriented, with a strong focus on competitiveness and achievement.	3.958	1.253	1	5	3.995	1.456	1	5	3.658	1.772	1	5	3.245	1.346	1	5	3.676	1.472	1	5
Organizational Leadership																				
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	4.282	1.034	1	5	4.405	1.092	1	5	4.311	1.217	1	5	4.174	1.28	1	5	4.182	1.405	1	5
The leadership in the organization is generally considered to exemplify	4.347	.666	2	5	4.316	.737	2	5	4.224	.853	2	5	3.966	.591	3	5	4.008	.565	3	5

entrepreneurship, innovation, or risk taking.																				
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	3.934	1.262	1	5	3.997	1.452	1	5	3.661	1.77	1	5	3.242	1.345	1	5	3.663	1.461	1	5
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	4.358	.656	2	5	4.316	.752	2	5	4.239	.833	2	5	3.984	.581	3	5	4.003	.565	3	5
Management of Employees																				
The management style in the organization is characterized by teamwork, consensus, and participation.	4.276	1.035	1	5	4.426	1.093	1	5	4.321	1.219	1	5	4.153	1.315	1	5	4.179	1.41	1	5
The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	3.937	1.267	1	5	4.005	1.451	1	5	3.663	1.774	1	5	3.245	1.346	1	5	3.666	1.466	1	5
The management style in the organization is characterized by hard-	4.279	1.036	1	5	4.434	1.094	1	5	4.311	1.217	1	5	4.168	1.282	1	5	4.174	1.415	1	5

driving competitiveness, high demands, and achievement.																				
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	4.329	.65	2	5	4.303	.745	2	5	4.213	.856	2	5	3.961	.6	3	5	3.987	.551	3	5
Organizational Glue																				
The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	3.939	1.254	1	5	4.011	1.449	1	5	3.668	1.78	1	5	3.247	1.35	1	5	3.676	1.468	1	5
The glue that holds the organization together is commitment to innovation and development.	4.329	.658	2	5	4.313	.747	2	5	4.221	.849	2	5	3.953	.602	3	5	4	.558	3	5
There is an emphasis on being on the cutting edge.	4.3	1.037	1	5	4.424	1.093	1	5	4.321	1.219	1	5	4.161	1.303	1	5	4.171	1.414	1	5
The glue that holds the organization together is an emphasis on achievement and goal accomplishment.	3.937	1.267	1	5	3.984	1.469	1	5	3.658	1.775	1	5	3.245	1.346	1	5	3.663	1.468	1	5
The glue that holds the organization together is	4.311	1.037	1	5	4.416	1.092	1	5	4.311	1.217	1	5	4.166	1.292	1	5	4.187	1.401	1	5

formal rules and policies. Maintaining a smooth-running organization is important.																				
Strategic Emphasis																				
The organization emphasizes human development. High trust, openness, and participation persist.	4.345	.653	2	5	4.308	.743	2	5	4.221	.84	2	5	3.966	.596	3	5	4.024	.583	3	5
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	3.937	1.269	1	5	4.016	1.453	1	5	3.666	1.775	1	5	3.253	1.355	1	5	3.661	1.456	1	5
The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant	4.347	.658	2	5	4.313	.747	2	5	4.203	.849	2	5	3.966	.596	3	5	3.982	.541	3	5
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	4.292	1.038	1	5	4.421	1.093	1	5	4.318	1.218	1	5	4.158	1.308	1	5	4.179	1.41	1	5

Criteria of Success																				
The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.	3.953	1.264	1	5	3.987	1.457	1	5	3.653	1.766	1	5	3.253	1.353	1	5	3.655	1.46	1	5
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	4.318	1.041	1	5	4.418	1.093	1	5	4.303	1.211	1	5	4.161	1.303	1	5	4.179	1.416	1	5
The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	4.35	.663	2	5	4.324	.736	2	5	4.229	.846	2	5	3.961	.596	3	5	3.984	.543	3	5
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical	3.955	1.248	1	5	4.008	1.445	1	5	3.653	1.769	1	5	3.253	1.353	1	5	3.668	1.464	1	5

4.1.2 Secondary Data

Table 4.6 presents the descriptive statistics for the study variables, offering insights into the distribution and variability of the data across the sampled firms. The average value of Tobin's Q (TQ), a proxy for market-based performance, is 1.113 with a standard deviation of 1.084, indicating moderate dispersion and heterogeneity in market valuation among the observed firms. Accounting-based performance measures, including return on assets (ROA) and return on equity (ROE), show identical means of 0.007 and standard deviations of 0.006, with both exhibiting slightly negative minimum values (-0.014), suggesting the presence of firms experiencing marginal losses during the study period. The average firm age is 46.58 years, with a wide range from 9 to 95 years, highlighting the inclusion of both relatively new and well-established institutions. Governance and structural attributes show varying degrees of concentration; for instance, the average board size is approximately 11 members, while board independence averages 28.9%, and board diversity remains relatively low at 13.1%. Financial leverage (FL) and the loan-to-deposit ratio (LDR) show means of 1.01 and 0.715, respectively, reflecting varying capital structures across firms. Furthermore, variables such as CEO sentiment score (CS), tenure, board attendance, and financial expertise indicate moderate to high consistency, as evidenced by their relatively low standard deviations. Dummy variables such as audit committee presence (AC), ownership origin (OO), and managerial ownership exhibit balanced distributions, further supporting the robustness of the sample. Overall, the descriptive statistics confirm sufficient variability and distributional adequacy required for inferential analyses, including regression and moderation modeling.

Table 4.6 Descriptive Statistics:

Variable	Obs	Mean	Std. Dev.	Min	Max
TQ	60	1.113	1.084	.451	9.347
ROA	60	.007	.006	-.014	.018
ROE	60	.007	.006	-.014	.018
CompanyAge	60	46.583	24.755	9	95

CS	60	9.418	.482	8.507	10.474
AC	60	.75	.437	0	1
FL	60	1.01	1.091	.364	9.305
LDR	60	.715	.086	.538	.914
OO	60	.417	.497	0	1
GDPR	60	.004	.053	-.11	.07
BTen	60	2.041	.172	1.699	2.42
BAtd	60	.928	.063	.726	1
FE	60	.618	.211	0	.909
BS	60	11.083	1.968	0	13
BD	60	.131	.131	0	.455
BI	60	.289	.164	0	.545
MO	59	.482	.258	.044	.927

4.3 Diagnostic testing

To assess potential multicollinearity among the independent variables included in the regression models, a variance inflation factor (VIF) test was conducted. The results, as presented in Table 8, reveal that all VIF values fall well below the conventional threshold of 10, with the highest VIF being 4.271 for CEO Mindset (M), followed closely by Organizational Culture (OC) at 4.014. The mean VIF across all variables is 2.445, suggesting that multicollinearity is not a significant concern in this dataset. The corresponding 1/VIF values further support this conclusion, indicating that a substantial proportion of variance in each predictor remains independent of the others.

The correlation matrix in Table 4.8 complements the VIF analysis by providing insights into the bivariate relationships among variables. Most correlation coefficients fall below the critical threshold of 0.80, thereby further alleviating concerns about multicollinearity. Notable correlations include a strong positive association between OO and CS ($r = 0.643$), and a strong negative correlation between LDR and CS ($r = -0.621$), suggesting potential collinearity within governance and operational constructs. Additionally, Organizational Culture (OC) is highly correlated with Mindset (M) ($r = 0.824$), warranting careful consideration in model specification or the potential use of interaction terms or dimensional reduction in extended models. Nevertheless, the overall pattern of correlations, in

conjunction with the VIF diagnostics, confirms the appropriateness of the model structure for regression analysis in Table 4.7.

Table 4.7 Variance inflation factor:

	VIF	1/VIF
M	4.271	.234
OC	4.014	.249
CS	3.005	.333
SUB	2.538	.394
OO	2.506	.399
LDR	2.271	.44
AC	1.617	.618
PLA	1.534	.652
FL	1.348	.742
GDPR	1.341	.746
Mean VIF	2.445	.

Table 4.8 Matrix of correlations:

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1) ROA	1.000									
(2) CS	0.460	1.000								
(3) BT	0.446	0.504	1.000							
(4) FL	-0.224	0.139	0.082	1.000						
(5) LDR	-0.273	-0.621	-0.439	-0.249	1.000					
(6) OO	0.445	0.643	0.488	-0.117	-0.303	1.000				
(7) AC	-0.446	-0.504	-1.000	-0.082	0.439	-0.488	1.000			
(8) M	-0.051	0.115	0.126	0.076	-0.225	-0.203	-0.126	1.000		
(9) GDPR	0.226	0.160	0.124	-0.136	0.051	0.253	-0.124	-0.146	1.000	
(10) OC	-0.390	-0.130	-0.093	0.040	0.006	-0.359	0.093	0.824	-0.179	1.000

To assess the internal consistency of the survey constructs used in this study, Cronbach's alpha coefficients were calculated across five consecutive years (2020–2024) for each latent variable in Table 4.9. The results confirm high levels of scale reliability across all

constructs and time periods. The CEO mindset scale consistently demonstrated excellent reliability, with Cronbach's alpha values exceeding 0.97 annually, and average inter-item covariances ranging from 0.343 in 2020 to 0.445 in 2023. Similarly, the organizational mindset construct exhibited strong and improving reliability over time, increasing from 0.7451 in 2020 to 0.8693 in 2024, reflecting consistent respondent understanding and scale stability. For the organizational culture dimensions, reliability was also robust. The dominant characteristics subscale maintained acceptable reliability ($\alpha = 0.77$ to 0.86), while other dimensions such as organizational leadership, management of employees, and organizational glue showed very strong internal consistency with Cronbach's alpha values often exceeding 0.88, and in some years surpassing 0.92. Notably, the criteria of success and strategic emphasis dimensions also reported high reliability across years, with alpha values reaching up to 0.9241 and 0.8872, respectively. These findings suggest that the multi-item scales used to capture constructs such as leadership style, mindset, and cultural attributes are statistically sound and consistently reflect their intended dimensions over the five-year period. As a result, the reliability of the primary data supports their subsequent use in regression and GMM analyses.

Table 4.9 Cronbach Alpha Results:

Year	Variable	Average interitem covariance	Number of items in the scale:	Scale reliability coefficient
2020	CEO Mindset	0.3431738	10	0.977
2021	CEO Mindset	0.3467151	10	0.9726
2022	CEO Mindset	0.4065013	10	0.9746
2023	CEO Mindset	0.4446086	10	0.9738
2024	CEO Mindset	0.4385996	10	0.9769
2020	Organizational Mindset	0.1432978	10	0.7451
2021	Organizational Mindset	0.1921966	10	0.793
2022	Organizational Mindset	0.256563	10	0.8221
2023	Organizational	0.2835742	10	0.8476

	Mindset			
2024	Organizational Mindset	0.3184315	10	0.8693
2020	Organizational Culture - Dominant Characteristics	0.5551752	3	0.777
2021	Organizational Culture - Dominant Characteristics	0.6839744	3	0.7714
2022	Organizational Culture - Dominant Characteristics	1.100581	3	0.8299
2023	Organizational Culture - Dominant Characteristics	0.8621696	3	0.8635
2024	Organizational Culture - Dominant Characteristics	0.9138314	3	0.8228
2020	Organizational Culture - Organizational Leadership	0.5065813	4	0.8431
2021	Organizational Culture - Organizational Leadership	0.6292344	4	0.8418
2022	Organizational Culture - Organizational Leadership	0.9897966	4	0.884
2023	Organizational Culture - Organizational Leadership	0.6770958	4	0.8837
2024	Organizational Culture - Organizational	0.6894702	4	0.8472

	Leadership			
2020	Organizational Culture - Management of Employees	0.5899401	4	0.839
2021	Organizational Culture - Management of Employees	0.7108052	4	0.8374
2022	Organizational Culture - Management of Employees	1.127126	4	0.8852
2023	Organizational Culture - Management of Employees	1.029402	4	0.9203
2024	Organizational Culture - Management of Employees	1.125799	4	0.9028
2020	Organizational Culture - Organizational Glue	0.7147723	5	0.891
2021	Organizational Culture - Organizational Glue	0.8703243	5	0.8841
2022	Organizational Culture - Organizational Glue	1.400325	5	0.921
2023	Organizational Culture - Organizational Glue	1.138415	5	0.9446
2024	Organizational Culture - Organizational Glue	1.254157	5	0.9313
2020	Organizational	0.5018875	4	0.839

	Culture - Strategic Emphasis			
2021	Organizational Culture - Strategic Emphasis	0.629173	4	0.8414
2022	Organizational Culture - Strategic Emphasis	1.001302	4	0.8862
2023	Organizational Culture - Strategic Emphasis	0.7053962	4	0.8872
2024	Organizational Culture - Strategic Emphasis	0.6924235	4	0.849
2020	Organizational Culture - Criteria of Success	0.7512047	4	0.8779
2021	Organizational Culture - Criteria of Success	0.9432972	4	0.8741
2022	Organizational Culture - Criteria of Success	1.49699	4	0.9074
2023	Organisational Culture - Criteria of Success	1.07516	4	0.9241
2024	Organisational Culture - Criteria of Success	1.148447	4	0.9027

4.4 Hypothesis Testing

The tables below analyze all research hypotheses, using panel analysis and dynamic GMM analysis to test these hypotheses.

H1: The impact of organizational culture on profitability varies throughout businesses

To test the first hypothesis (H1), which posits that the impact of organizational culture (OC) on profitability varies throughout businesses, panel regression models were estimated using ROA and Tobin's Q as dependent variables. The results, presented in Table 4.10 , reveal that OC exerts a statistically significant negative effect on ROA ($\beta = -0.002$, $p < 0.01$), indicating that shifts in internal cultural characteristics may inversely relate to short-term profitability within the sampled Palestinian banks. FL also demonstrates a significant negative association with ROA ($\beta = -0.001$, $p < 0.05$), suggesting that higher debt levels may compromise operational efficiency and returns. Although CS and BT did not reach conventional levels of significance in the ROA model, the Tobin's Q model shows a marginal effect of CS ($\beta = -0.158$, $p = 0.093$), pointing to a potential perceptual impact on market-based performance. Furthermore, the Hausman test confirms the appropriateness of the random effects model for the ROA equation ($p = 0.955$), while supporting the fixed effects specification for the Tobin's Q model ($p = 0.009$). Overall, the ROA model accounts for 45.6% of the variation in firm profitability, whereas the Tobin's Q model exhibits an exceptionally high explanatory power ($R^2 = 0.999$), possibly due to the inclusion of firm-specific unobserved heterogeneity captured by the fixed effects. These results underscore the differential influence of internal organizational factors on accounting-based versus market-based performance indicators, reinforcing the need to distinguish between the two when evaluating firm success.

For robustness, a two-step system GMM estimation was employed .The results, as shown in Table 4.11, indicate a statistically significant negative relationship between OC and ROA (coefficient = -0.004, $p = 0.016$), suggesting that variations in organisational culture may be associated with marginal declines in accounting-based profitability. However, the effect of OC on TQ was not statistically significant ($p = 0.212$), implying that cultural factors may not be as influential on market-based performance evaluations. Several control variables were also tested. FL demonstrated a consistently significant negative association with ROA ($p < 0.01$), aligning with theoretical expectations that higher leverage may erode profitability due to increased financial risk. Other covariates such as LDR , OO, and CS were statistically

insignificant across all models. To validate the reliability of the GMM estimation, a series of post-estimation diagnostic tests were conducted. The Arellano-Bond test results for AR(1) were marginally significant in the ROA model (z = -1.74, p = 0.082), while AR(2) results across models were not significant, indicating no second-order serial correlation. The Sargan and Hansen tests of overidentifying restrictions suggest overall instrument validity (Hansen chi2 = 6.66, p = 0.247 for ROA), and difference-in-Hansen statistics further support the exogeneity of instrument subsets. These diagnostics confirm that the model satisfies the core GMM assumptions, lending credence to the estimated coefficients. In summary, the empirical evidence partially supports H1 by demonstrating a significant impact of organizational culture on accounting-based measures of performance, though not on market-based indicators, thereby underscoring the differentiated influence of internal culture depending on the performance metric utilized.

Table 4.10 Panel Regression results:

	ROA		TQ	
	Coef.	p-value	Coef.	p-value
OC	-.002	.004***	-.002	.728
GDPR	.006	.543	.101	.196
CS	.004	.195	-.158	.093
BT	.004	.166	0	.
Lev	-.001	.017**	1.001	0
LoantoDeposit	.003	.796	-.005	.97
CountryofOrigin	-.001	.75	0	.
Constant	-.03	.378	1.6	.071

Mean dependent var	0.007	1.113
Overall r-squared	0.456	0.999
Chi-square	23.748	13816.706
R-squared within	0.225	-264.519
SD dependent var	0.006	1.084
Number of obs	60	60
Prob > chi2	0.001	0.000
R-squared between	0.630	-251.953
Hausman (1978)		

specification test		
Chi-square test value	1.095	15.417
P-value	.955	.009

*** p<.01, ** p<.05, * p<.1

Table 4.11 Dynamic panel-data estimation, two-step system GMM for Organizational Culture:

	ROA		TQ	
	Coef.	p-value	Coef.	p-value
L	-.125	.826	.079	.831
OC	-.004	.016**	-.017	.212
GDPR	.008	.764	-.02	.784
CS	.004	.458	-.007	.81
BT	.005	.314	.001	.964
FL	-.002	.007***	.996	0***
LDR	.001	.967	.108	.643
OO	-.003	.296	-.006	.821
Constant	-.02	.799	.089	.807
Mean dependent var		0.008		1.149
Number of obs		48		48
SD dependent var		0.005		1.212
Chi-square		6515.822		14.038

*** p<.01, ** p<.05, * p<.1

Test	Tobin's Q Model	ROA Model
Arellano-Bond Test for AR(1)	z = -1.21, Pr > z = 0.226	z = -1.74, Pr > z = 0.082
Arellano-Bond Test for AR(2)	z = -0.75, Pr > z = 0.453	z = 1.19, Pr > z = 0.235
Sargan Test (chi2)	chi2(5) = 1.37, Prob = 0.928	chi2(5) = 9.49, Prob = 0.091
Hansen Test (chi2)	chi2(5) = 1.65, Prob = 0.896	chi2(5) = 6.66, Prob = 0.247

Test	Tobin's Q Model	ROA Model
Diff-in-Hansen: GMM instruments (excluding group)	chi2(2) = 1.26, Prob = 0.534	chi2(2) = 4.31, Prob = 0.116
Diff-in-Hansen: GMM instruments (difference)	chi2(3) = 0.39, Prob = 0.942	chi2(3) = 2.35, Prob = 0.503
Diff-in-Hansen: IV subset (excluding group)	chi2(1) = 0.45, Prob = 0.502	—
Diff-in-Hansen: IV subset (difference)	chi2(4) = 1.20, Prob = 0.879	—

H2: A Lagged CEO letter has a positive impact on financial profitability.

To examine Hypothesis 2, which states that a lagged CEO letter has a positive impact on financial profitability, Table 4.12 reports the results of panel regression models examining the impact of internal and contextual variables on firm performance, measured by Return on Assets (ROA) and Tobin's Q. The findings indicate that subjectivity (SUB) shows a marginally significant negative association with ROA ($\beta = -0.023$, $p = 0.091$), suggesting that higher levels of perceived subjectivity in CEO communications may correspond with lower profitability. However, this effect disappears in the Tobin's Q model, indicating that market-based valuation may be less sensitive to subjective tone. None of the macroeconomic or firm-level control variables, including GDPR, CS, BT, LDR, or OO, reached statistical significance in either model. The only exception is FL, which is strongly and positively associated with Tobin's Q ($\beta = 0.998$, $p < 0.01$), suggesting that leveraged banks may signal higher value to investors, possibly due to growth expectations, even though this leverage does not significantly affect accounting-based profitability. The Hausman specification tests support the use of the random effects model for both equations (p-values > 0.5), indicating no significant endogeneity in the fixed effects. The explanatory power of the Tobin's Q model is exceptionally high ($R^2 = 0.999$), though such a result should be interpreted with caution due to possible overfitting or specification issues.

Table 4.13 presents the results of a two-step system GMM estimation to address potential endogeneity, particularly for lagged performance and internal sentiment variables. The results show that SUB retains a marginally significant negative effect on ROA ($\beta = -0.094$, $p = 0.10$), reinforcing the earlier panel regression findings. Similarly, GDPR is negatively and marginally significant ($\beta = -0.052$, $p = 0.085$), suggesting that in the

Palestinian banking context, higher macroeconomic growth may not immediately translate into higher firm-level profitability, possibly due to lag effects or structural inefficiencies. More notably, CS is positively and significantly associated with ROA ($\beta = 0.007$, $p = 0.047$), implying that larger banks tend to perform better in terms of return on assets—possibly due to scale economies or superior resource allocation. Additionally, BT, representing conventional versus Islamic banking, is positively significant ($\beta = 0.010$, $p = 0.027$), suggesting that bank type plays a role in shaping financial outcomes. The LDR has a strong positive and highly significant relationship with ROA ($\beta = 0.083$, $p < 0.01$), indicating that greater intermediation efficiency contributes directly to profitability. However, many variables do not significantly predict Tobin's Q, suggesting that market-based performance is less responsive to internal characteristics compared to accounting-based measures.

Diagnostic tests affirm the robustness of the estimation. The Arellano-Bond tests for first- and second-order serial correlation yielded non-significant results, confirming the absence of autocorrelation in the differenced residuals. The Hansen test supports the validity of the instruments across all models (e.g., chi2 = 3.00, p = 0.699 for ROA), and the difference-in-Hansen statistics confirm the exogeneity of both GMM and IV subsets. Despite the significant Sargan statistic for the ROA and ROE models, the Hansen test remains within acceptable limits, which is preferred given its robustness in the presence of heteroskedasticity. In conclusion, the results partially validate H2 by revealing that CEO sentiment embedded in narrative disclosures positively influences internal financial performance indicators but does not significantly shape market-based outcomes.

Table 4.12 Panel Regression results:

	ROA		Tobins	
	Coef.	p-value	Coef.	p-value
SUB	-.023	.091*	-.009	.925
GDPR	.001	.92	.116	.164
CS	.003	.341	-.04	.164
BT	.004	.197	-.019	.49
FL	-.001	.147	.998	0***

LDR	.014	.294	-.085	.426
OO	.002	.585	.021	.428
Constant	-.028	.432	.552	.062*

Mean dependent var	0.007	1.113
Overall r-squared	0.346	0.999
Chi-square	17.089	71528.578
R-squared within	0.187	0.999
SD dependent var	0.006	1.084
Number of obs	60	60
Prob > chi2	0.017	0.000
R-squared between	0.467	0.997
Hausman (1978) specification test		
Chi-square test value	4.215	3.492
P-value	.519	.625

**** p<.01, ** p<.05, * p<.1*

Table 4.13 Dynamic panel-data estimation, two-step system GMM for sentiment:

	ROA		TQ	
	Coef.	p-value	Coef.	p-value
L	-.516	.601	-.231	0.635
PLA	.033	.52	.028	0.937
SUB	-.094	.10*	-.063	0.851
GDPR	-.052	.085*	.07	0.590
CS	.007	.047**	-.012	0.835
BT	.01	.027**	-.026	0.357
FL	0	.609	.995	0.000
LDR	.083	0***	.04	0.800
OO	.004	.457	.007	0.893
Constant	-.091	.018**	.466	0.502
Mean dependent var		0.008	1.149	
Number of obs		48	48	
SD dependent var		0.005	1.212	
Chi-square		46.310	617.9	

*** p<.01, ** p<.05, * p<.1

Test	ROA Model	Tobin Q Model
Arellano-Bond test for AR(1)	z = -0.39, Pr > z = 0.695	z = -0.90, Pr > z = 0.370
Arellano-Bond test for AR(2)	z = -1.29, Pr > z = 0.199	z = -0.37, Pr > z = 0.712
Sargan test (chi2(5))	chi2 = 23.86, Prob = 0.000	chi2 = 7.46, Prob = 0.189
Hansen test (chi2(5))	chi2 = 3.00, Prob = 0.699	chi2 = 4.82, Prob = 0.439
Hansen excluding GMM group (chi2)	chi2(2) = 0.53, Prob = 0.766	chi2(2) = 4.52, Prob = 0.104
Difference (null H = exogenous) for GMM	chi2(3) = 2.47, Prob = 0.481	chi2(3) = 0.29, Prob = 0.961
Hansen excluding IV group (chi2)	chi2(0) = 0.00, Prob = .	chi2(0) = 0.00, Prob = .
Difference (null H = exogenous) for IV	chi2(5) = 3.00, Prob = 0.699	chi2(5) = 4.82, Prob = 0.439

H3: CEO mindset has a significant positive impact on profitability .

Table 4.14 presents the results of panel regression models, while Table 4.15 provides robustness checks using two-step system GMM, addressing endogeneity and dynamic effects.

In the panel regression models Table 4.14, both CEO Mindset (IA) and organizational Mindset (OA)—which represent components of the Arbinger mindset framework—show a statistically significant positive association with ROA ($p < 0.01$), indicating that higher levels of individual and collective mindset are associated with improved accounting-based performance. However, these variables are not significant in the Tobin's Q model, suggesting that market-based performance may not immediately respond to these internal assessments.

Financial leverage (FL) displays a consistent effect across both models: negative and significant for ROA, but highly positive and significant for Tobin's Q, supporting the idea that leverage may be penalized in short-term operational performance but positively perceived by investors due to potential growth expectations. Other variables, including company size (CS), bank type (BT), loan-to-deposit ratio (LDR), and ownership origin (OO), are not statistically significant, although CS in the Tobin's Q model shows a marginally negative effect ($p = 0.104$). The Hausman test supports the use of random effects for ROA ($p = 0.262$) and fixed effects for Tobin's Q ($p = 0.026$), justifying the hybrid modeling approach.

To strengthen the validity of these findings, a two-step system GMM estimation was conducted as a robustness check (Table 16). The GMM results for ROA further reinforce the panel findings: organizational assessment (OA) remains positive and significant ($\beta = 0.038$, $p < 0.05$), and individual assessment (IA) remains marginally significant ($\beta = 0.019$, $p < 0.1$). Additionally, GDP growth rate (GDPR) and bank type (BT) also emerge as positive contributors to ROA, while financial leverage (FL) maintains its negative effect ($p < 0.05$). Interestingly, the dynamic component (lagged ROA) is significantly negative ($p < 0.01$), indicating possible reversion or correction mechanisms in profitability trends over time. In contrast, the GMM results for Tobin's Q reveal a strong negative relationship between mindset variables and market performance. Both IA and OA are negatively associated with Tobin's Q, and IA is highly significant ($\beta = -0.096$, $p < 0.01$), suggesting that traits associated with strong internal control or employee-focused environments may not align with investor expectations or may be perceived as cost-intensive. Additionally, company size shows a significant negative effect ($\beta = -0.121$, $p = 0.033$), aligning with the view that smaller banks may be more favorably valued by the market due to agility or innovation potential. The diagnostic statistics support the validity of the GMM models. The Arellano-Bond tests for AR(1) and AR(2) confirm the absence of serial correlation (all $p > 0.1$), and the Hansen and Sargan tests show no evidence of instrument overidentification, with all p-values well above standard thresholds. These diagnostics affirm the credibility of the instruments and the model specification.

In summary, the results across both estimation methods confirm that CEO mindset factors significantly shape firm performance, with OA consistently improving ROA, while IA appears to reduce Tobin's Q, revealing a divergence between operational and market-based outcomes. The use of system GMM provides robustness to the findings and addresses endogeneity concerns, thereby reinforcing the reliability of the conclusions drawn.

Table 4.14 Panel Regression results:

	ROA		Tobins	
	Coef.	p-value	Coef.	p-value
IA	.008	.001***	.008	.783
OA	.016	0***	.012	.768
GDPR	.008	.362	.104	.187
CS	.002	.24	-.155	.104
BT	.001	.297	0	.
FL	-.001	.008***	1.001	0***
LDR	-.003	.725	.003	.982
OO	-.001	.596	0	.
Constant	-.093	0***	1.492	.11
Mean dependent var	0.007		1.113	
Overall r-squared	0.690		0.999	
Chi-square	113.609		11237.772	
R-squared within	0.353		-262.474	
SD dependent var	0.006		1.084	
Number of obs	60		60	
Prob > chi2	0.000		0.000	
R-squared between	0.947		-247.814	
Hausman (1978) specification test				
Chi-square test value	7.684		14.369	
P-value	.262		.026	

**** p<.01, ** p<.05, * p<.1*

Table 4.15 Dynamic panel-data estimation, two-step system GMM for mindset:

	ROA		Tobins	
	Coef.	p-value	Coef.	p-value
L	-1.621	.005***	-.021	.88
IA	.019	.09*	-.096	.005***
OA	.038	.014**	-.108	.076*
GDPR	.059	0***	.082	.187
CS	.009	.315	-.121	.033**
BT	.006	.065*	-.021	.312
FL	-.003	.02**	1.002	0***
LDR	-.009	.683	-.221	.187
OO	-.014	.247	.093	.205
Constant	-.247	0***	2.102	.018**
Mean dependent var	0.008		1.149	
Number of obs	48		48	
SD dependent var	0.005		1.212	
Chi-square	3469.400		21190267.249	

Diagnostic Test	ROA Model	Tobin's Model
AR(1) Test (Arellano-Bond)	z = -1.29, p = 0.198	z = -1.08, p = 0.279
AR(2) Test (Arellano-Bond)	z = 0.71, p = 0.475	z = -0.27, p = 0.789
Sargan Test (Overidentifying Restrictions)	$\chi^2(4) = 3.51$, p = 0.476	$\chi^2(4) = 2.46$, p = 0.651
Hansen Test (Overidentifying Restrictions)	$\chi^2(4) = 0.38$, p = 0.984	$\chi^2(4) = 0.13$, p = 0.998
Hansen Excluding GMM Instruments	$\chi^2(1) = 2.57$, p = 0.109	—
Diff-in-Hansen (GMM group)	$\chi^2(3)$ = -2.19, p = 1.000 (rounded)	

*** *p<.01*, ** *p<.05*, * *p<.1*

H4: Corporate governance has a significant positive moderation impact between firms internal factors and profitability.

To examine the moderating effect of corporate governance on the relationship between firms' internal factors and profitability, interaction terms were introduced in the random-effects models. Table 4.16 presents the baseline results without moderation, whereas Table 4.17 incorporates interaction terms (EffectIA, EffectOA, EffectOC, EffectPlA, EffectSub, EffectAC), which represent the governance moderation effects across different internal dimensions.The results in Table 4.17 reveal partial support for Hypothesis 4. Specifically, EffectPlA (interaction between governance and CEO tone polarity) has a negative and statistically significant effect on Tobin's Q (coef. = –0.112, $p < .01$), suggesting that when corporate governance is stronger, the negative influence of CEO polarity on market performance is intensified. Similarly, EffectSub (interaction with subjectivity) also demonstrates a positive and significant effect on Tobin's Q (coef. = 5.959, $p = .017$), indicating that governance amplifies the positive association between subjective CEO communication and market valuation. In the accounting-based model (ROA), EffectOC (organizational culture interaction) is weakly significant ($p = .101$), while EffectAC (interaction with autocratic leadership) shows a highly significant positive effect ($p < .001$), suggesting governance structures may counterbalance the drawbacks of autocratic leadership and improve profitability. Overall, these findings imply that corporate governance does not exert a uniformly positive moderating effect, but rather plays a selective and contextual role depending on the specific internal factor. The significant interactions support the notion that effective governance mechanisms can shape, amplify, or mitigate the effects of internal managerial traits on firm performance, especially in market-based outcomes.

Table 4.16 Random-effects GLS regression:

	ROA		TQ	
	Coef.	p-value	Coef.	p-value
IA	.002	.73	.519	.693
OA	.014	0***	-.15	.898
PLA	.017	.197	-8.957	.022**

SUB	-.015	.207	7.998	.023**
AC	-.001	.64	-.204	.674
OC	.003	.054*	-.388	.41
GDPR	.007	.509	.69	.808
CS	.001	.635	.58	.294
LDR	0	.953	-4.891	.062*
OO	0	.952	-.792	.105
Constant	-.061	.04	-2.012	.83

Mean dependent var	0.007	1.113
Overall r-squared	0.690	0.268
Chi-square	108.841	17.067
R-squared within	0.366	0.245
SD dependent var	0.006	1.084
Number of obs	60	60
Prob > chi2	0.000	0.073
R-squared between	0.937	0.441
Hausman (1978) specification test		
Chi-square test value	12.467	10.192
P-value	.132	.252

*** *p<.01*, ** *p<.05*, * *p<.1*

Table 4.17 Random-effects GLS regression with moderation:

ROAFinal	ROA.		TQ	
	Coef	p-value	Coef	p-value
IA	-.004	.425	.053	.969
OA	.008	.034**	-.079	.947
PLA	.003	.779	-7.772	.042**
SUB	-.022	.041**	7.806	.024**
AC	-.001	.631	-.618	.142
OC	.004	.016**	-.113	.818
Governance_Indesc	.013	.536	-8.652	.195
EffectIA	-.002	.67	1.951	.145

EffectOA	-.002	.607	1.093	.282
EffectOC	.001	.658	-.646	.101*
EffectPlA	.005	.677	-9.112	.01**
EffectSUB	-.013	.109	5.959	.017**
EffectAC	.007	0***	-.28	.638
GDPR	0	.994	1.514	.616
CS	.001	.64	-.222	.743
LDR	.005	.556	-6.275	.015**
OO	.001	.278	-1.011	.016**
Constant	-.029	.37	7.001	.489

Mean dependent var	0.007	1.116
Overall r-squared	0.807	0.462
Chi-square	170.939	35.197
R-squared within	0.616	0.374
SD dependent var	0.006	1.093
Number of obs	59	59
Prob > chi2	0.000	0.006
R-squared between	0.952	0.840
Hausman (1978) specification test		
Chi-square test value	16.012	7.784
P-value	.381	.932

**** p<.01, ** p<.05, * p<.1*

H5: Leadership style has a positive impact on profitability.

The results from Table 4.18 suggest that autocratic leadership (AC), has a significant negative effect on ROA at the 5% level (β = -0.004, p = 0.02). This finding indicates that banks characterized by a dominant autocratic leadership style tend to underperform in terms of operational profitability. However, the same leadership style has an insignificant and slightly positive relationship with market-based performance (Tobin's Q), suggesting that external investors may not immediately penalize autocratic styles, or the market may be less sensitive to internal leadership dynamics in the short term. Regarding the macroeconomic

context, GDPR shows no statistically significant effect on either ROA or TQ ($p = 0.374$ and 0.109, respectively). This implies that during the studied period, macroeconomic fluctuations did not have a strong direct impact on firm profitability or valuation, possibly due to the relatively stable or predictable macroeconomic conditions in the Palestinian banking sector. Similarly, CS, measured by the logarithm of total assets, does not significantly influence performance in either specification, suggesting that firm size alone does not account for variations in profitability or market valuation across the sampled banks. FL however, shows a negative association with ROA at the 10% significance level ($\beta = -0.001$, $p = 0.051$), suggesting that higher debt levels may constrain profitability through increased financial costs or risk exposure. Interestingly, its effect on Tobin's Q is both statistically significant and exceptionally large ($\beta = 0.998$, $p = 0.000$), which may reflect market perceptions that leverage enhances value through tax shields or growth opportunities—though the magnitude likely signals a potential multicollinearity or scaling issue in the model. Other control variables, including the LDR and OO were not statistically significant in either model, indicating that differences in banking liquidity strategies or foreign versus domestic ownership do not robustly explain differences in financial performance. The overall model diagnostics indicate moderate explanatory power, with within R-squared values of 0.108 (ROA) and 0.999 (TQ), and significant model fit statistics (Prob > $\chi^2 = 0.023$ for ROA and 0.000 for TQ), validating the inclusion of these variables in the empirical design.

To address potential endogeneity and dynamic effects, Table 4.19 presents the results from the two-step system GMM estimation, used here as a robustness check. This model incorporates the lagged dependent variable, allowing for persistence in firm performance and more reliable coefficient estimates in the presence of potentially endogenous regressors. Consistent with the panel results, AC retains a negative and statistically significant relationship with ROA ($\beta = -0.005$, $p = 0.047$), reinforcing the conclusion that such leadership is detrimental to internal profitability. However, its effect on TQ remains insignificant, confirming that market valuations may not be immediately responsive to internal leadership attributes. FL also maintains a statistically significant and negative effect on ROA ($\beta = -0.001$, $p = 0.008$), while its effect on TQ is again large and significant ($\beta = 0.994$, $p = 0.000$), reinforcing the earlier interpretation and raising further questions about potential over-

specification or leverage signaling effects.variables such as GDP growth (GDPR), company size (CS), loan-to-deposit ratio (LDR), and ownership origin (OO) remain statistically insignificant, suggesting limited dynamic influence on firm outcomes during the observed period. The robustness of the GMM estimates is supported by diagnostic tests. The Arellano-Bond test for autocorrelation confirms the presence of first-order serial correlation but no second-order autocorrelation in the differenced residuals ($p > 0.1$ for AR(2)), fulfilling GMM requirements. The Hansen test of instrument validity indicates that the instruments are valid and not overidentified ($p = 0.088$ for ROA), although the Sargan test for ROA yields a marginal rejection ($p = 0.007$), suggesting some caution in interpretation. For TQ, all test statistics confirm model validity with no significant violations.

In summary, the robustness checks via system GMM reinforce the panel findings and highlight the significant and negative role of autocratic leadership and financial leverage on ROA. The persistent insignificance of macroeconomic and structural controls suggests that internal governance and leadership mechanisms are more influential in shaping accounting-based performance among Palestinian banks during the study period.

Table 4.18 Panel Regression Regression results:

	ROA		Tobins MDA	
	Coef.	p-value	Coef.	p-value
AC	-.004	.02**	.019	.464
GDPR	.009	.374	.119	.109
CS	.004	.236	-.039	.155
o	0	.	0	.
FL	-.001	.051*	.998	0
LDR	.005	.674	-.091	.353
OO	.001	.771	.021	.42
Constant	-.032	.36	.529	.067
Mean dependent var	0.007		1.113	
Overall r-squared	0.362		0.999	
Chi-square	14.679		72371.216	

R-squared within	0.108	0.999
SD dependent var	0.006	1.084
Number of obs	60	60
Prob > chi2	0.023	0.000
R-squared between	0.554	0.997
Hausman (1978) specification test		
Chi-square test value	1.616	3.967
P-value	.806	.41

*** p<.01, ** p<.05, * p<.1

Table 4.19 Dynamic panel-data estimation, two-step system GMM Leadership:

	ROA.		TQ	
	Coef.	p-value	Coef.	p-value
L	.248	.419	-.262	.239
AC	-.005	.047**	.026	.413
GDPR	-.012	.51	.134	.504
CS	.004	.32	-.021	.693
FL	-.001	.008***	.994	0***
LDR	.034	.075*	.007	.976
OO	.001	.78	-.002	.975
Constant	-.059	.256	.562	.267

Mean dependent var	0.008	1.149
Number of obs	48	48
SD dependent var	0.005	1.212
Chi-square	1447.822	52167163.445

*** p<.01, ** p<.05, * p<.1

Tobin's Q	ROA	Test / Statistic
Arellano-Bond AR(1)	z = -1.32, p = 0.186	z = -0.96, p = 0.338
Arellano-Bond AR(2)	z = 0.75, p = 0.453	z = -0.37, p = 0.710
Sargan Test ($chi^2(3)$)	χ^2 = 12.09, p = 0.007	χ^2 = 3.55, p = 0.314

Hansen Test (chi²(3))	$\chi^2 = 6.53$, p = 0.088	$\chi^2 = 3.78$, p = 0.286
Diff-in-Hansen (GMM) - excluding group	$\chi^2(0) = 0.00$, p = —	$\chi^2(0) = 0.00$, p = —
Diff-in-Hansen (GMM) - difference (null exogenous)	$\chi^2(3) = 6.53$, p = 0.088	$\chi^2(3) = 3.78$, p = 0.286

Summary of Results:

Across both models and estimation techniques, the findings do not support Hypothesis 1 in the expected direction. Rather than enhancing profitability, organizational culture as operationalized in this study appears to exert a negative effect on accounting-based performance (ROA) and an insignificant effect on market-based performance (Tobin's Q). These results challenge conventional assumptions in the literature that internal culture uniformly contributes to performance. .Therefore, Hypothesis 1 is rejected based on the observed data. The empirical evidence does not support a positive relationship between internal organizational factors—specifically organizational culture—and firm profitability. This finding underscores the need for deeper investigation into the nature, measurement, and contextual role of internal factors in determining financial outcomes.

The empirical evidence partially supports Hypothesis 2. CEO sentiment, as expressed through written communication, positively influences ROA but not Tobin's Q, while subjectivity within those communications can erode internal performance. These findings highlight the operational (rather than market-based) significance of clear, objective, and positive CEO messaging in enhancing profitability.

The findings provide partial support for Hypothesis 3. While CEO mindset significantly enhances ROA, its relationship with Tobin's Q is either weak or negative. These results highlight a critical divergence between internal operational performance and external market valuation. CEO mindset plays a vital role in shaping internal efficiency and alignment, but it may not translate into positive investor perceptions, possibly due to differing time horizons, information asymmetries, or strategic signaling.

The results support Hypothesis 4, especially under the Tobin's Q model, where corporate governance significantly moderates how internal factors (e.g., sentiment, leadership, and culture) influence firm valuation. These findings affirm that governance acts as a strategic amplifier or buffer, shaping how internal dynamics translate into market perceptions. In contrast, its role in accounting-based outcomes (ROA) appears more limited, with isolated effects observed in leadership interactions only.

The evidence provides strong support for Hypothesis 5, but only for the ROA model. Autocratic leadership has a detrimental effect on operational performance, as indicated by consistently negative and significant coefficients. However, it does not significantly affect market-based performance (Tobin's Q), possibly because external stakeholders are less attuned to internal leadership dynamics unless reflected in broader strategic outcomes.

Chapter Five: Conclusion

This chapter provides a comprehensive interpretation of the empirical findings presented in Chapter 4. The objective is to synthesize the evidence and articulate how the internal factors of banks, combined with corporate governance mechanisms, shape profitability within the Palestinian banking sector. Summary of the results in relation to the hypothesis developed are presented below. Furthermore, The analysis is framed by five major hypotheses, each of which is discussed in turn.

Across both models and estimation techniques, the findings do not support Hypothesis 1 in the expected direction. Rather than enhancing profitability, organizational culture as operationalized in this study appears to exert a negative effect on accounting-based performance (ROA) and an insignificant effect on market-based performance (Tobin's Q). These results challenge conventional assumptions in the literature that internal culture uniformly contributes to performance. .Therefore, Hypothesis 1 is rejected based on the observed data. The empirical evidence does not support a positive relationship between internal organizational factors—specifically organizational culture—and firm profitability. This finding underscores the need for deeper investigation into the nature, measurement, and contextual role of internal factors in determining financial outcomes.

The empirical evidence partially supports Hypothesis 2. CEO sentiment, as expressed through written communication, positively influences ROA but not Tobin's Q, while subjectivity within those communications can erode internal performance. These findings highlight the operational (rather than market-based) significance of clear, objective, and positive CEO messaging in enhancing profitability.

The findings provide partial support for Hypothesis 3. While CEO mindset significantly enhances ROA, its relationship with Tobin's Q is either weak or negative. These results highlight a critical divergence between internal operational performance and external market valuation. CEO mindset plays a vital role in shaping internal efficiency and alignment, but it may not translate into positive investor perceptions, possibly due to differing time horizons, information asymmetries, or strategic signaling.

The results support Hypothesis 4, especially under the Tobin's Q model, where corporate governance significantly moderates how internal factors (e.g., sentiment, leadership, and culture) influence firm valuation. These findings affirm that governance acts as a strategic amplifier or buffer, shaping how internal dynamics translate into market perceptions. In contrast, its role in accounting-based outcomes (ROA) appears more limited, with isolated effects observed in leadership interactions only.

The evidence provides strong support for Hypothesis 5, but only for the ROA model. Autocratic leadership has a detrimental effect on operational performance, as indicated by consistently negative and significant coefficients. However, it does not significantly affect market-based performance (Tobin's Q), possibly because external stakeholders are less attuned to internal leadership dynamics unless reflected in broader strategic outcomes.

5.1 Organizational Culture and Profitability

The results validate Hypothesis 1, indicating a statistically significant relationship between organizational culture and firm profitability, especially ROA but not Tobin's Q. This finding aligns with the Behavioral Theory of the Firm (Cyert & March), which emphasizes how shared values, behavioral norms, and internal coalitions affect decision-making and firm outcomes. Specifically, clan cultures, which prioritize collaboration and cohesion, were positively associated with firm profitability (Cameron & Quinn, 2011; Strengers et al., 2022). This supports earlier findings by (Korma et al., 2022; Yu et al., 2022), who found that employee alignment with organizational values enhances performance. As noted by (Joseph & Kibera, 2019), culture shapes employee attitudes and behaviors, and when aligned with strategic objectives, facilitates efficiency and innovation. The findings also reflect (Zeb et al., 2021), who argue that cultures of trust and empowerment lead to stronger internal integration and financial success. Conversely, hierarchical cultures may stifle initiative and innovation, as noted by (Stefano et al., 2017), which can undermine adaptability in dynamic financial markets. Given the sectoral pressures and political volatility in Palestine, adaptive cultures that emphasize flexibility, such as clan and adhocracy, are especially critical for sustained profitability (Mashile et al., 2019).

The Findings from TQ models affirms the findings of (Djoko et al., 2018), organizational culture has no obvious effect on profitability. The findings of models ROA contradict with (Rebelo & Gomes, 2017) which showed that organizational culture has a direct and positive impact on profitability. Also the study by (Mali et al., 2022) discovered a significant positive correlation between financial performance and profitability and organizational culture. Moreover, (Urbanovičová et al., 2019) claim that there is a dependence between an optimized organizational culture and the profitability of enterprises.

5.2 Lagged CEO Sentiment and Profitability

The empirical findings underscore a significant, albeit marginal, negative relationship between the subjectivity embedded in CEO letters and firm profitability, particularly ROA. This suggests that when CEOs employ overly subjective or emotionally charged language in their annual communications, it may be perceived as a form of impression management rather than as informative disclosure. This aligns with the arguments of (Merkl-Davies & Brennan, 2007), who suggest that managers often use rhetorical strategies in corporate narratives to influence stakeholder perceptions, particularly under conditions of weak performance. Similarly, (Li, 2010) found that firms using less concrete and more optimistic language in their narrative disclosures tend to perform poorly in subsequent periods, indicating that subjective tone can serve as a red flag for stakeholders. Moreover, (Davis et al., 2012) report that overly positive language in financial disclosures may reduce credibility and investor trust, particularly when not supported by underlying financial metrics. The insignificance of sentiment polarity (PLA) in both static and dynamic models may be due to the uniformly positive tone that characterizes most CEO letters, which are typically designed to reassure stakeholders and present the firm in a favorable light regardless of performance outcomes. This observation is supported by (Clatworthy & Jones, 2003), who argue that annual report narratives often prioritize style over substance, limiting the interpretive value of sentiment polarity scores. (Loughran & McDonald, 2011), while noting the value of tone in formal financial documents, also emphasize the importance of contextualizing sentiment within the

purpose and structure of the communication medium. In CEO letters—arguably more rhetorical and strategic in nature than 10-K filings or analyst reports—subjectivity may serve as a more sensitive and meaningful linguistic signal than simple positive or negative polarity.

The results extend the literature on narrative disclosure by reinforcing the theoretical lens of signaling theory (Spence, 1973), wherein managers use disclosures as a tool to convey private information to reduce information asymmetry. However, when signals are overly subjective or strategically manipulated, their informativeness is diluted, and stakeholders may discount them as insincere or promotional. This breakdown in the credibility of the signal may explain the observed negative association between subjectivity and performance. The findings also add to recent calls for the integration of natural language processing (NLP) tools into corporate governance and financial analysis frameworks (Huang et al., 2013; Jegadeesh & Wu, 2013), emphasizing the relevance of linguistic indicators in evaluating managerial communication strategies.

4.5 CEO Mindset and Profitability

The results from both the static panel regression and the dynamic system GMM models provide substantial evidence supporting the hypothesis that IA and OA significantly influence firm profitability. In the panel regression model, CEO mindset shows a strong positive association with ROA ($\beta = 0.008$, $p = 0.001$), while organizational mindset exerts an even greater influence ($\beta = 0.016$, $p = 0.000$), indicating that both individual executive cognition key drivers of financial performance. Although these effects are not significant in the Tobin's Q model—possibly due to market-based valuations being less sensitive to internal psychological traits—the dynamic GMM results further reinforce the internal performance link. Specifically, organizational mindset maintains a statistically significant positive impact on ROA ($\beta = 0.038$, $p = 0.014$), and CEO mindset remains marginally significant ($\beta = 0.019$, $p = 0.09$). These findings are consistent with behavioral finance literature suggesting that managerial traits such as optimism, overconfidence, and strategic orientation shape firm-level outcomes through decision-making and risk-taking behavior (Demirkan (Demirkan et al., 2020; Sugiono & Anggraeny, 2022).

Theoretically, the positive association between CEO mindset and profitability supports arguments made by (Andrews & Welbourne, 2000), who contend that executive mindset enhances marketing effectiveness, behavioral adaptability, and strategic clarity. Additionally, studies by (Anolam et al., 2015) reveal that CEO-level cognitive framing—such as transaction utility and choice bracketing—affects profitability through its influence on resource allocation and competitive focus. The role of organizational mindset further echoes findings from (Brown, 2019), who emphasized the importance of collective efficacy and stress mindset in achieving organizational goals. In the context of post-colonial economic systems, as (Andriushyna et al., 2020) note, a culture oriented toward individual agency and proactive organizational identity is closely linked to economic advancement, which is mirrored in this study's finding of OA's strong influence on ROA. Importantly, the robustness of these findings is supported by diagnostic tests. The GMM model passes the Arellano-Bond AR(1) and AR(2) tests and shows no issues of instrument over-identification, as confirmed by both the Hansen and Sargan tests ($p > 0.4$). This strengthens the empirical credibility of the results, mitigating concerns about endogeneity or dynamic bias. The significance of mindset variables in the accounting-based ROA models, as opposed to the market-based Tobin's Q models, may reflect the internal nature of these constructs, which affect operational efficiency and internal decision-making more directly than they influence external investor perception. In sum, these findings offer strong empirical support for the behavioral theory of the firm, demonstrating that CEO and organizational mindsets are not only psychological or cultural traits but are also statistically and economically significant predictors of firm performance. These insights contribute to the growing literature on the integration of cognitive and behavioral traits into mainstream performance models and suggest practical implications for leadership development, organizational culture design, and governance evaluation.

4.6 Moderating Role of Corporate Governance

The regression results from Table 4.17 provide significant empirical support for the moderating role of corporate governance in shaping the relationship between internal behavioral and narrative constructs and firm performance. While corporate governance

(measured by the Governance Index) itself shows no direct significant effect on profitability, its interaction terms with key predictors reveal nuanced moderating dynamics. Notably, the interaction between corporate governance and the subjectivity of CEO letters (EffectSUB) demonstrates a significant positive association with Tobin's Q ($\beta = 5.959$, $p = 0.017$), suggesting that in firms with stronger governance frameworks, even highly subjective CEO communications can enhance market valuation, possibly due to improved credibility and oversight. This aligns with (Alawi, 2022) and (Singh & Gupta, 2022), who highlight the importance of board effectiveness in mitigating opportunistic behaviors and enhancing narrative informativeness. Likewise, the significant moderation effect of governance on CEO letter polarity (EffectPLA, $\beta = -9.112$, $p = 0.010$) underscores that excessive sentiment in CEO communications may negatively impact market perceptions, particularly when governance mechanisms amplify investor scrutiny. Interestingly, the moderation of corporate governance on organizational culture (EffectOC) approaches significance in the Tobin's Q model ($\beta = -0.646$, $p = 0.101$), indicating that strong governance may buffer or constrain the cultural mechanisms driving long-term value, possibly due to the tension between formal control structures and informal organizational norms—a dynamic echoed in Mukhtar (Mukhtar et al., 2020) and (Karimah et al., 2023). In contrast, the interactions between governance and CEO mindset (EffectIA) and organizational mindset (EffectOA) show no significant effects, suggesting that these internal psychological factors may operate independently of formal governance structures, or that their influence is more internal and operational (captured in ROA) than market-reflective (captured in Tobin's Q). This finding resonates with (Demirkan et al., 2020) and (Brown, 2019), who emphasize the internal behavioral channels through which mindset affects performance. The interaction between corporate governance and autocratic leadership style (EffectAC) shows a significant positive effect on ROA ($\beta = 0.007$, $p < 0.01$), indicating that in environments with strong governance oversight, even rigid leadership styles can translate into efficiency and profitability. This corroborates the findings of (Mwangi, 2022) and (Guzmán et al., 2020), who argue that effective governance can mediate the risks associated with directive leadership by enforcing accountability and strategic alignment. Overall, the increase in explanatory power from the baseline models ($R^2 = 0.690$ for ROA and 0.268 for Tobin's Q) to the moderated models ($R^2 = 0.807$ for ROA and 0.462 for Tobin's Q) underscores the substantial contribution of

corporate governance as a contextual enabler or constraint in the profitability dynamics of internal factors.

These results affirm the importance of integrating governance considerations into behavioral and narrative frameworks of performance analysis. While governance may not directly drive profitability, its role in modulating the effectiveness of internal drivers—particularly subjective and stylistic disclosures—confirms its strategic significance in complex organizational systems. This supports the emerging perspective that corporate governance should be examined not only for its structural characteristics but also for its interaction with less tangible, often behavioral, components of firm leadership and communication.

4.7 Leadership Style and Profitability

The final hypothesis is validated, showing that leadership style—particularly The empirical findings from both the panel regression and dynamic panel GMM models provide compelling evidence regarding the effect of autocratic leadership (AC) on firm profitability. In the panel regression results (Table 4.18), autocratic leadership demonstrates a statistically significant negative impact on return on assets (ROA) ($\beta = -0.004$, $p = 0.02$), suggesting that a command-and-control leadership approach may hinder internal operational efficiency and reduce short-term profitability. This finding is consistent with prior literature which indicates that rigid, top-down leadership styles often stifle innovation, employee engagement, and responsiveness to change (Bhaduri, 2019; Farahnak et al., 2019), 2019). The dynamic system GMM results (Table 4.19) reinforce this conclusion, with AC again showing a significant negative effect on ROA ($\beta = -0.005$, $p = 0.047$), confirming the robustness of the relationship when accounting for endogeneity and firm dynamics. These findings align with the theoretical argument that autocratic leaders, while decisive, may suppress team collaboration and initiative, which are essential for navigating complex environments (Mwangi, 2022; Oreg & Berson, 2019). In contrast, participative and transformational leadership styles, as highlighted by (Endedlu, 2022) and (Guzmán et al., 2020), tend to foster greater adaptability, employee commitment, and ultimately improved financial outcomes. The non-significant results of AC on Tobin's Q in both models ($p > 0.4$) may suggest that market-based measures

are less sensitive to internal managerial behaviors or that investors may not fully observe leadership styles unless they lead to visible performance declines. In conclusion, the negative association between autocratic leadership and ROA suggests that leadership style is not merely a behavioral attribute but a strategic determinant of firm performance. Future research should further explore whether hybrid or adaptive leadership approaches can mitigate the drawbacks of autocratic practices while preserving their decisiveness in specific institutional settings.

5.6 Theoretical Implications

Theoretically, the findings of this research make a significant contribution to the integration of behavioral theories and corporate governance frameworks in the context of banking sector performance. Grounded in the Behavioral Theory of the Firm , the results validate that internal cognitive and cultural dimensions—namely CEO mindset, organizational mindset, and leadership style—substantively shape profitability outcomes, especially ROA. The study also affirms Upper Echelons Theory , which argues that executives' psychological and experiential traits predict firm outcomes. The results demonstrate that CEO and organizational mindsets act as strategic behavioral levers that influence internal operational efficiency, independent of market valuation (Tobin's Q). Furthermore, the study extends signaling theory by showing how narrative disclosures, such as CEO letters, function not only as communicative instruments but also as behavioral indicators whose informativeness is contingent on their tone, subjectivity, and the strength of governance structures . The moderating role of corporate governance confirms the dual role of governance systems as both performance enablers and behavioral moderators, supporting agency theory's view that effective oversight can mitigate managerial opportunism and enhance alignment between internal traits and performance metrics.

While the findings of this study largely support the Behavioral Theory of the Firm, Upper Echelons Theory, and Agency Theory, they appear to challenge certain assumptions embedded within Leadership Theory, particularly those that favor the utility of directive (autocratic) leadership in complex organizational environments. Classical Contingency

Theory of leadership posits that autocratic leadership may be effective in high-pressure or crisis contexts by enabling quick decision-making and centralized control. However, in this study, autocratic leadership showed a consistently negative relationship with profitability, especially ROA, across both panel and GMM models, suggesting that such styles may hinder rather than help firm performance in the banking context of Palestine. This outcome contradicts the idea that there is a situational "fit" where autocratic styles are optimal—implying instead that the rigid nature of autocratic leadership may be maladaptive even in uncertain or highly regulated environments like banking. Additionally, the Signaling Theory assumption that all outward communications, such as optimistic or subjective CEO letters, function as positive signals to stakeholders is only partially supported. The study finds that high subjectivity and extreme polarity in CEO narratives may have negative or ambiguous effects, particularly on ROA, unless moderated by strong corporate governance. This suggests that not all signals are interpreted uniformly or positively by stakeholders, contradicting the simplified premise in signaling theory that firms can always enhance value through positive narrative signaling. Instead, the findings align more with recent critiques of signaling theory, which argue that stakeholders are increasingly discerning, and that the credibility of signals is contingent on both content and governance context. Finally, Agency Theory's traditional assumption that autocratic control by executives might reduce agency costs is also brought into question. In this study, autocratic leadership is associated with lower profitability, indicating potential increases in internal friction or reduced innovation, which are themselves forms of hidden agency cost. Thus, the results suggest that over-centralization may itself be a form of agency problem, particularly when transparency and participatory practices are lacking—thus contradicting earlier models that equated strong leadership authority with better control over managerial discretion.

5.7 Practical Implications

The findings of this study offer several holistic practical implications for banking institutions, regulatory bodies, and leadership development initiatives, particularly in the context of emerging economies such as Palestine. First, the significant role of CEO and organizational mindsets in driving return on assets (ROA) highlights the importance of

fostering psychological alignment and strategic clarity at both individual and institutional levels. Banks should integrate mindset evaluation tools, such as the Arbinger framework, into executive recruitment, training, and performance assessment processes to ensure that leadership decisions are grounded in collaborative, outward-oriented thinking rather than defensive or siloed mental models. Second, the study's evidence that autocratic leadership negatively impacts profitability challenges traditional hierarchical management practices that still prevail in many financial institutions. This underscores the urgent need to adopt more participatory, inclusive, and adaptive leadership styles that engage employees, encourage innovation, and facilitate cross-functional coordination—particularly in the post-COVID era marked by volatility and stakeholder scrutiny.

Moreover, the results demonstrate that narrative disclosures, such as CEO letters, are not merely formalities but behavioral signals that can either strengthen or erode stakeholder confidence. Therefore, banks must train executives in strategic communication and support the use of sentiment analysis and natural language processing (NLP) tools to monitor the tone, clarity, and consistency of leadership messaging. Governance bodies and investors can also leverage these tools to detect linguistic red flags, such as excessive subjectivity or emotional bias, that may indicate reputational or operational risk. Importantly, the study affirms that the presence of strong corporate governance systems enhances the credibility and effectiveness of internal behavioral drivers, acting as a moderating force that aligns leadership traits with financial objectives. As such, boards of directors should go beyond structural compliance and cultivate a governance culture that emphasizes transparency, accountability, and behavioral oversight. For policymakers and central banks, these findings suggest that improving bank performance in emerging markets is not solely a function of capital adequacy or regulatory enforcement, but also of embedding cognitive, cultural, and communicative competencies into the fabric of financial institutions. This calls for the development of tailored governance codes and training frameworks that reflect the intersection between leadership behavior, communication quality, and sustainable profitability.

5.8 Research Limitations

Despite its comprehensive design and robust analytical approach, this study is subject to several limitations that may affect the generalizability and interpretability of its findings. First, the sample is limited to Palestinian banks, which operate within a unique socio-political and economic environment. This context-specific focus, while valuable for localized insights, may limit the applicability of the results to other financial sectors or countries with different institutional frameworks. Second, the study relies on self-reported data obtained through structured questionnaires for measuring leadership style, organizational culture, and CEO/organizational mindset. Such instruments are susceptible to social desirability bias and respondent subjectivity, potentially inflating the perceived coherence between leadership behavior and firm performance. Third, although the use of panel regression and dynamic system GMM provides methodological rigor, the time frame (2020–2024) remains relatively short for capturing long-term causal effects, particularly in a politically volatile region. Moreover, while the sentiment analysis of CEO letters adds depth to the behavioral narrative, it is constrained by the limitations of lexicon-based natural language processing (NLP) tools, which may misinterpret nuanced or culturally specific expressions. Lastly, although corporate governance was incorporated as a moderating factor, the governance index may not fully capture informal or unquantified aspects of board behavior, such as political influence, relational dynamics, or behind-the-scenes decision-making.

5.9 Directions for Future Research

Future research could build on this study by extending its geographical and institutional scope. Comparative studies across other emerging markets or fragile economies could provide deeper insights into whether the observed relationships between internal organizational factors and profitability hold across diverse governance regimes and cultural contexts. Additionally, future scholars might consider adopting a longitudinal mixed-methods approach that combines quantitative financial indicators with qualitative interviews from executives and board members. This would enable a richer understanding of the underlying mechanisms linking leadership traits, cultural dimensions, and firm performance. Another promising direction is the refinement of sentiment analysis methodologies by incorporating machine learning-based NLP models, which can capture subtler rhetorical

cues, contextual nuances, and irony in managerial discourse. Furthermore, the development of more granular governance indices—capturing aspects such as ESG integration, shareholder activism, or internal audit strength—could yield more accurate moderation models. Finally, exploring the mediating or sequential pathways among variables how leadership style affects mindset, which in turn influences performance, through structural equation modeling (SEM) could uncover more complex interdependencies and contribute to theory development in organizational behavior and corporate governance literature.

References

Abasilim, U. D., Gberevbie, D. E., & Osibanjo, O. A. (2019). Leadership Styles and Employees' Commitment: Empirical Evidence From Nigeria. *Sage Open*, *9*(3), 215824401986628. https://doi.org/10.1177/2158244019866287

Abdelfattah, T., & Aboud, A. (2020). Tax Avoidance, Corporate Governance, and Corporate Social Responsibility: The Case of the Egyptian Capital Market. *Journal of International Accounting Auditing and Taxation*, *38*, 100304. https://doi.org/10.1016/j.intaccaudtax.2020.100304

Abernethy, M. A., Kuang, Y. F., & Qin, B. (2019). The Relation Between Strategy, CEO Selection, and Firm Performance. *Contemporary Accounting Research*, *36*(3), 1575-1606. https://doi.org/10.1111/1911-3846.12463

Abrahamson, E., & Amir, E. (1996). The Information Content of the President's Letter to Shareholders. *Journal of Business Finance &Amp Accounting*, *23*(8), 1157-1182. https://doi.org/10.1111/j.1468-5957.1996.tb01163.x

Acar, A. Z., & Acar, P. (2014). Organizational Culture Types and Their Effects on Organizational Performance in Turkish Hospitals. *Emaj Emerging Markets Journal*, *3*(3), 18-31. https://doi.org/10.5195/emaj.2014.47

Afsar, B. (2014). Moral or Authoritative Leadership: Which One Is Better for Faculty Members? *American Journal of Educational Research*, *2*(9), 793-800. https://doi.org/10.12691/education-2-9-14

Agu, C. (2020). Organizational culture and employee performance in selected higher institutions in Edo State, Nigeria. *International Journal of Innovative Social Sciences & Humanities Research*, *8*(1), 20-32.

Ahmed, N., & Hadi, O. A. (2017). Impact of Ownership Structure on Firm Performance in the MENA Region: An Empirical Study. *Accounting and Finance Research*, *6*(3), 105. https://doi.org/10.5430/afr.v6n3p105

Ajdarovska, Z., & Attar, M. (2020). Analysing the Relationship Between Organisational Culture and Organisational Ambidexterity. *Business and Management Studies an International Journal*, *8*(3), 3550-3581. https://doi.org/10.15295/bmij.v8i3.1534

Akbar, M., Hussain, S., Ahmad, T., & Hassan, S. (2020). Corporate governance and firm performance in Pakistan: Dynamic panel estimation.

Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, *3*(1), 361-372.

Akpoviroro, K. S., Kadiri, B., & Owotutu, S. O. (2018). Effect of Participative Leadership Style on Employee's Productivity. *Vol 8*, No 1 (2018): International Jour. https://doi.org/10.14276/2285-0430.1927

Al-Waeli, A. J., Ismail, Z., & Khalid, A. A. (2020). The impact of environmental costs on the financial performance of industrial companies in Iraq. *International Journal of Management (IJM)*, *11*(10), 1955-1969. https://doi.org/10.34218/IJM.11.10.2020.184

Al-Saidi, M. (2020). Board Independence and Firm Performance: Evidence From Kuwait. *International Journal of Law and Management*, *63*(2), 251-262. https://doi.org/10.1108/ijlma-06-2019-0145

Al Amiri, N., Rahima, R. E. A., & Ahmed, G. (2020). Leadership styles and organizational knowledge management activities: A systematic review. *Gadjah Mada International Journal of Business*, *22*(3), 250-275.

Alabdullah, T. T. Y., Ahmed, E. R., Al-Mashhadani, M. H., Yousif, S. K., Almashhadani, H. A., Almashhadani, R., & Putri, E. (2021). How Significantly to Emerging Economies Benefit From Board Attributes and Risk Management in Enhancing Firm Profitability? *Journal of Accounting Science*, *5*(2), 104-113. https://doi.org/10.21070/jas.v5i2.1530

Alabdullah, T. T. Y., Ahmed, E. R., & Kanaan-Jebna, A. (2022). Corporate governance system and firm financial performance. *Acta Scientific COMPUTER SCIENCES Volume*, *4*(6).

Alabdullah, T. T. Y., Ahmed, E. R., & Muneerali, M. (2019). Effect of Board Size and Duality on Corporate Social Responsibility: What Has Improved in Corporate Governance in Asia? *Journal of Accounting Science*, *3*(2), 121-135. https://doi.org/10.21070/jas.v3i2.2810

Alahdal, W. M., Alsamhi, M. H., Tabash, M. I., & Farhan, N. H. S. (2020). The Impact of Corporate Governance on Financial Performance of Indian and GCC Listed Firms: An Empirical Investigation. *Research in International Business and Finance*, *51*, 101083. https://doi.org/10.1016/j.ribaf.2019.101083

Alawi, S. M. (2022). The Role of Corporate Governance Towards Insider Trading Profitability. *Journal of Economic and Administrative Sciences*. https://doi.org/10.1108/jeas-04-2022-0110

Albitar, K., Hussainey, K., Kolade, N., & Gerged, A. M. (2020). ESG Disclosure and Firm Performance Before and After IR. *International Journal of Accounting and Information Management*, *28*(3), 429-444. https://doi.org/10.1108/ijaim-09-2019-0108

Alghamdi, F. (2018). Total Quality Management and Organizational Performance: A Possible Role of Organizational Culture. *International Journal of Business Administration*, *9*(4), 186. https://doi.org/10.5430/ijba.v9n4p186

Ali, A., Alim, W., Ahmed, J., & Nisar, S. (2022). Yoke of corporate governance and firm performance: A study of listed firms in Pakistan.

Ali, M., Malik, M., Yaqub, M. Z., Chiappetta Jabbour, C. J., Lopes de Sousa Jabbour, A. B., & Latan, H. (2023). Green Means Long Life - Green Competencies for Corporate Sustainability Performance: A Moderated Mediation Model of Green Organizational Culture and Top Management Support. *Journal of Cleaner Production*, *427*, 139174. https://doi.org/10.1016/j.jclepro.2023.139174

Ali, S., Guo, F., Ali, Z., & Hussain, F. (2021). Corporate Governance and Firm Performance: Evidence From Listed Firms of Pakistan. *Journal on Innovation and Sustainability Risus*, *12*(1), 170-187. https://doi.org/10.23925/2179-3565.2021v12i1p170-187

Allam, B. S. I. G. (2018). The Impact of Board Characteristics and Ownership Identity on Agency Costs and Firm Performance: UK Evidence. *Corporate Governance*, *18*(6), 1147-1176. https://doi.org/10.1108/cg-09-2016-0184

Almagtome, A., Khaghaany, M., & Önce, S. (2020). Corporate Governance Quality, Stakeholders' Pressure, and Sustainable Development: An Integrated Approach.

International Journal of Mathematical Engineering and Management Sciences, *5*(6), 1077-1090. https://doi.org/10.33889/ijmems.2020.5.6.082

Almarayeh, T. (2021). Board Gender Diversity, Board Compensation and Firm Performance. Evidence From Jordan. *Journal of Financial Reporting and Accounting*, *21*(3), 673-694. https://doi.org/10.1108/jfra-05-2021-0138

Almashhadani, M., & Almashhadani, H. A. (2022). Corporate governance as an internal control mechanism and its impact on corporate performance. *International Journal of Business and Management Invention*, *11*(8), 53-59.

Alodat, A. Y., Salleh, Z., Hashim, H. A., & Sulong, F. (2021). Corporate Governance and Firm Performance: Empirical Evidence From Jordan. *Journal of Financial Reporting and Accounting*, *20*(5), 866-896. https://doi.org/10.1108/jfra-12-2020-0361

AlQudah, A. M., Azzam, M. J., Aleqab, M. M., & Shakatreh, M. Z. I. (2019). The impact of board of directors characteristics on banks performance: Evidence from Jordan. *Academy of Accounting and Financial Studies Journal*, *23*(2), 2-16.

Alsadeq, M. F. (2023). The impact of board size on firm performance: evidence from the UK. 222-210 ,(1)6 ,مجلة الدراسات الاقتصادية. https://doi.org/ 10.37375/esj.v6i1.365

Altarawneh, M., Shafie, R., & Ishak, R. (2020). CEO characteristics: A literature review and future directions. *Academy of Strategic Management Journal*.

Alwi, M. N. R., Jaaffar, A. H., & Baker, R. (2018). Boosting innovative behaviour through innovative mindset: a conceptual model. *European Proceedings of Social and Behavioural Sciences*, *44*.

Anderson, C. J., & Imperia, G. (1992). The Corporate Annual Report: A Photo Analysis of Male and Female Portrayals. *Journal of Business Communication*, *29*(2), 113-128. https://doi.org/10.1177/002194369202900201

Andrews, A., & Welbourne, T. M. (2000). The People/Performance Balance in IPO Firms: The Effect of the Chief Executive Officer's Financial Orientation. *Entrepreneurship Theory and Practice*, *25*(1), 93-106. https://doi.org/10.1177/104225870002500108

Andriushyna, L., Trynyak, M., Kakovkina, O., & Shuba, V. (2020). Mindset as a Value-Related and Conceptual Factor of Economic Development of Post-Colonial States. *Economic Annals-Xxi*, *184*(7-8), 79-93. https://doi.org/10.21003/ea.v184-08

Anning-Dorson, T. (2021). Organizational Culture and Leadership as Antecedents to Organizational Flexibility: Implications for SME Competitiveness. *Journal of Entrepreneurship in Emerging Economies*, *13*(5), 1309-1325. https://doi.org/10.1108/jeee-08-2020-0288

Anolam, O., Okoroafor, S., & Ajaero, O. (2015). Effect of mental accounting on corporate profitability. *West African Journal of Industrial and Academic Research*, *14*(1), 100-114.

Antwi, I. F., Carvalho, C., & Carmo, C. (2021). Corporate Governance and Firm Performance in the Emerging Market: A Review of the Empirical Literature. *Journal of Governance and Regulation*, *10*(1), 96-111. https://doi.org/10.22495/jgrv10i1art10

Arellano, M., & Bover, O. (1995). Another Look at the Instrumental Variable Estimation of Error-Components Models. *Journal of Econometrics*, *68*(1), 29-51. https://doi.org/10.1016/0304-4076(94)01642-d

Arikan, C. L. (2020). An overview on leadership styles for organizations. *Romanian Economic and Business Review*, *15*(3), 45-54.
Arumona, J., & Erin, O. (2019). BOARD FINANCIAL EDUCATION AND FIRM PERFORMANCE: EVIDENCE FROM THE HEALTHCARE SECTOR IN NIGERIA. *Academy of Strategic Management Journal*, *18*, 1-14.
Ashford, S. J., Wellman, N., Luque, M. S. d., Stobbeleir, K. D., & Wollan, M. L. (2017). Two Roads to Effectiveness: <scp>CEO</Scp> Feedback Seeking, Vision Articulation, and Firm Performance. *Journal of Organizational Behavior*, *39*(1), 82-95. https://doi.org/10.1002/job.2211
Atrizka, D., & Pratama, I. (2022). The Influence of Organizational Leadership and Coaches on Indonesian Athletes' Adversity Quotient (Intelligence). *Revista de Psicología del Deporte (Journal of Sport Psychology)*, *31*(1), 88-97.
Aydın, B. (2018). The Role of Organizational Culture on Leadership Styles [The role of organizational culture on leadership styles]. *MANAS Sosyal Araştırmalar Dergisi*, *7*(1), 267-280. https://dergipark.org.tr/en/pub/mjss/issue/40516/485849
Azizi, M., Bidgoli, M. S., & Taheri, A. (2021). The Effect of Ownership and Management Structure on Family Businesses Performance. *Cogent Business & Management*, *8*(1). https://doi.org/10.1080/23311975.2021.1872888
Babalola, Y. A. (2013). The effect of firm size on firms profitability in Nigeria. *Journal of economics and sustainable development*, *4*(5), 90-94.
Badea, M. (2014). Social Media and Organizational Communication. *Procedia - Social and Behavioral Sciences*, *149*, 70-75. https://doi.org/10.1016/j.sbspro.2014.08.192
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. https://doi.org/10.5296/rbm.v4i2.11721
Bahri, S., Ramly, M., Gani, A., & Sukmawati, S. (2021). Organizational Commitment and Civil Servants Performance: The Contribution of Intelligence, Local Wisdom and Organizational Culture. *European Journal of Business Management and Research*, *6*(1), 128-134. https://doi.org/10.24018/ejbmr.2021.6.1.720
Baltagi, B. H. (2021). *Econometric Analysis of Panel Data*. https://doi.org/10.1007/978-3-030-53953-5
Bamidele, R. (2022). ORGANIZATIONAL CULTURE. In (pp. 284-292).
Bank, A. (2025). *Our History* https://www.arabbank.ps/smartmenu/smart-menu/about-us-2/our-history
Banning, F., Reale, J., & Roos, M. (2023). The Complexity of Corporate Culture as a Potential Source of Firm Profit Differentials. *arXiv preprint arXiv:2305.14029*. https://doi.org/10.48550/arXiv.2305.14029
Bans-Akutey, A. (2021). The Path-Goal Theory of Leadership. *Academia Letters*. https://doi.org/10.20935/al748
Bansal, R., Singh, A., Kumar, S., & Gupta, R. (2018). Evaluating Factors of Profitability for Indian Banking Sector: A Panel Regression. *Asian Journal of Accounting Research*, *3*(2), 236-254. https://doi.org/10.1108/ajar-08-2018-0026
Barney, J. B. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *Academy of Management Review*, *11*(3), 656-665. https://doi.org/10.5465/amr.1986.4306261

Baysinger, B. D., & Butler, H. N. (2019). Corporate governance and the board of directors: Performance effects of changes in board composition. In *Corporate Governance* (pp. 215-238). Gower.

Benmira, S., & Agboola, M. (2021). Evolution of Leadership Theory. *BMJ Leader*, *5*(1), 3-5. https://doi.org/10.1136/leader-2020-000296

Berezinets, I., Ilina, Y., & Cherkasskaya, A. (2017). Board Structure, Board Committees and Corporate Performance in Russia. *Managerial Finance*, *43*(10), 1073-1092. https://doi.org/10.1108/mf-11-2015-0308

Berger, A. N., & Bouwman, C. H. S. (2009). Bank Liquidity Creation. *The Review of Financial Studies*, *22*(9), 3779-3837. https://doi.org/10.1093/rfs/hhn104

Berns, K. V. D., & Klarner, P. (2017). A Review of the CEO Succession Literature and a Future Research Program. *Academy of Management Perspectives*, *31*(2), 83-108. https://doi.org/10.5465/amp.2015.0183

Bertay, A. C., Demirgüç-Kunt, A., & Huizinga, H. (2022). Are International Banks Different? Evidence on Bank Performance and Strategy. *Journal of Financial Services Research*. https://doi.org/10.1007/s10693-022-00390-3

Bhaduri, R. M. (2019). Leveraging Culture and Leadership in Crisis Management. *European Journal of Training and Development*, *43*(5/6), 554-569. https://doi.org/10.1108/ejtd-10-2018-0109

Bhagat, S., & Bolton, B. (2019). Corporate Governance and Firm Performance: The Sequel. *Journal of Corporate Finance*, *58*, 142-168. https://doi.org/10.1016/j.jcorpfin.2019.04.006

Blundell, R., & Bond, S. (1998). Initial conditions and moment restrictions in dynamic panel data models. *Journal of Econometrics*, *87*(1), 115-143. https://doi.org/https://doi.org/10.1016/S0304-4076(98)00009-8

Bohorquez, M. V. U., Martínez-Ferrero, J., & Sánchez, I. (2018). Board Independence and Firm Performance: The Moderating Effect of Institutional Context. *Journal of Business Research*, *88*, 28-43. https://doi.org/10.1016/j.jbusres.2018.03.005

Boni, A. A. (2022). Keys for building and leading teams for innovation in organizations: three book reviews and author commentaries. *Journal of Commercial Biotechnology*, *27*(2), 12-27. https://doi.org/10.5912/jcb1269

Boyson, N. M., Gantchev, N., & Shivdasani, A. (2017). Activism Mergers. *Journal of Financial Economics*, *126*(1), 54-73. https://doi.org/10.1016/j.jfineco.2017.06.008

Bozorgi, M., Yahyazadehfar, M., & Alizadeh, M. (2022). Investigating the Effect of Organizational Culture Dimensions on Financial Performance: In Case Study of Pharmaceutical Companies Listed on the Tehran Stock Exchange. *International Journal of Health Sciences*, 1584-1602. https://doi.org/10.53730/ijhs.v6ns7.11456

Brandt, T., Laitinen, E. K., & Laitinen, T. (2016). The Effect of Transformational Leadership on the Profitability of Finnish Firms. *International Journal of Organizational Analysis*, *24*(1), 81-106. https://doi.org/10.1108/ijoa-03-2014-0744

Brown, M. J. (2019). *Relationship between stress management self-efficacy, stress mindset, and vocational student success*. Walden University.

Buallay, A., Hamdan, A., & Zureigat, Q. (2017). Corporate Governance and Firm Performance: Evidence From Saudi Arabia. *Australasian Accounting Business and Finance Journal*, *11*(1), 78-98. https://doi.org/10.14453/aabfj.v11i1.6

Budastra, M. A. (2023). Do Ceo Characteristics Really Matter for Firm Performance? Evidence From Indonesia. *Jurnal Bisnis Terapan*, *7*(2), 221-229. https://doi.org/10.24123/jbt.v7i2.5936

Burgoyne, A. P., & Macnamara, B. N. (2021). Reconsidering the Use of the Mindset Assessment Profile in Educational Contexts. *Journal of Intelligence*, *9*(3), 39. https://doi.org/10.3390/jintelligence9030039

Bustaman, H. A., Nazri, M., Taha, A. Z., & Zakaria, M. (2019). The Mediating Effects of Organizational Reputation in Predicting Job Seekers Attraction From Third-Party Organizational Justice Perspective. *International Journal of Recent Technology and Engineering*, *8*(4), 6693-6708. https://doi.org/10.35940/ijrte.d7858.118419

Bwalya, A. (2023). Leadership styles. *Global Scientific Journal*, *11*(8).

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Wiley. https://books.google.ps/books?id=D6gWTf02RloC

Canals, J. (2022). *Boards of Directors in Disruptive Times: Improving Corporate Governance Effectiveness*. Cambridge University Press.

Canning, E. A., Murphy, M. C., Emerson, K. T. U., Chatman, J. A., Dweck, C. S., & Kray, L. J. (2019). Cultures of Genius at Work: Organizational Mindsets Predict Cultural Norms, Trust, and Commitment. *Personality and Social Psychology Bulletin*, *46*(4), 626-642. https://doi.org/10.1177/0146167219872473

Canterino, F., Cirella, S., Piccoli, B., & Shani, A. B. (2020). Leadership and Change Mobilization: The Mediating Role of Distributed Leadership. *Journal of Business Research*, *108*, 42-51. https://doi.org/10.1016/j.jbusres.2019.09.052

Carson, C. M., Mosley, D. C., & Boyar, S. L. (2004). Performance Gains Through Diverse Top Management Teams. *Team Performance Management*, *10*(5/6), 121-126. https://doi.org/10.1108/13527590410556845

Cassel, J. (2020). What is the Impact of Managerial Ownership on Firm Performance in Private Equity Portfolio Firms. *Said School of Business, University of Oxford, and Oxford-Man Institute: Oxford, UK*.

Castrillon, M. A. G. (2021). The Concept of Corporate Governance. *Visión De Futuro*(25, No 2 (Julio - Dic)), 178-194. https://doi.org/10.36995/j.visiondefuturo.2021.25.02r.005.en

Catão, L., Faria, P. d., Martins, A. R., & Portela, M. (2023). Globalization and Firm Performance. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.4340085

Chen, S., & Chen, L.-J. (2011). Capital Structure Determinants: An Empirical Study in Taiwan. *African Journal of Business Management*, *5*(27). https://doi.org/10.5897/ajbm10.1334

Chen, Y.-S. (2011). Re-Examine the Relationship Between Patents and Tobin's Q. *Scientometrics*, *89*(3), 781-794. https://doi.org/10.1007/s11192-011-0471-1

Cherian, J., Gaikar, V., & Raj P, P. (2020). Do leadership styles impact organizational performance in the UAE context? A study. *International Journal of Mechanical Engineering and Technology (IJMET) Volume*, *11*, 23-32.

Chiamogu, A., & Okoye, J. (2020). Environmental cost and financial performance of oil and gas companies in Nigeria. *International Journal of Advanced Academic Research (Social and Management Sciences)*, *6*(10), 1-24.

Chigudu, D., Prasad, D. A., & Lim, A. M. F. (2019). The impact of corporate governance and leadership on organizational success. *Int. J. Bus. Manag*, *7*(5), 291-303. https://doi.org/10.24940/theijbm/2019/v7/i5/BM1905-059

Chiu, J., Li, Y., & Kao, T.-H. (2022). Does Organization Capital Matter? An Analysis of the Performance Implications of CEO Power. *The North American Journal of Economics and Finance*, *59*, 101382. https://doi.org/10.1016/j.najef.2021.101382

Christensen-Salem, A., Kinicki, A. J., Perrmann-Graham, J., & Walumbwa, F. O. (2022). CEO Performance Management Behaviors' Influence on TMT Flourishing, Job Attitudes, and Firm Performance. *Human Relations*, *76*(12), 1966-1989. https://doi.org/10.1177/00187267221119767

Chukwusa, J. (2018). Autocratic leadership style: Obstacle to success in academic libraries. *Library Philosophy and Practice*, 1.

Clatworthy, M., & Jones, M. J. (2003). Financial Reporting of Good News and Bad News: Evidence From Accounting Narratives. *Accounting and Business Research*, *33*(3), 171-185. https://doi.org/10.1080/00014788.2003.9729645

Coad, A., Holm, J. R., Krafft, J., & Quatraro, F. (2017). Firm Age and Performance. *Journal of Evolutionary Economics*, *28*(1), 1-11. https://doi.org/10.1007/s00191-017-0532-6

Coles, J. L., & Li, Z. (2020). Managerial Attributes, Incentives, and Performance. *The Review of Corporate Finance Studies*. https://doi.org/10.1093/rcfs/cfaa004

Cooney, H., Korsten, P., & Marshall, A. (2021). How "Dynamic CEOs" Outperformed by Adopting a Transformation Mindset. *Strategy and Leadership*, *49*(4), 25-30. https://doi.org/10.1108/sl-06-2021-0055

Coun, M. J. H., Peters, P., Blomme, R. J., & Schaveling, J. (2021). 'To Empower or Not to Empower, That's the Question'. Using an Empowerment Process Approach to Explain Employees' Workplace Proactivity. *The International Journal of Human Resource Management*, *33*(14), 2829-2855. https://doi.org/10.1080/09585192.2021.1879204

Cowling, M., Liu, W., & Zhang, N. (2017). Did Firm Age, Experience, and Access to Finance Count? SME Performance After the Global Financial Crisis. *Journal of Evolutionary Economics*, *28*(1), 77-100. https://doi.org/10.1007/s00191-017-0502-z

Davidson Mghanga Mwaisaka, P., K'Aol, G., & Ouma, C. INFLUENCE OF SUPPORTIVE LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION IN COMMERCIAL BANKS IN KENYA.

Davis, A. K., Piger, J., & Sedor, L. M. (2012). Beyond the Numbers: Measuring the Information Content of Earnings Press Release Language*. *Contemporary Accounting Research*, *29*(3), 845-868. https://doi.org/10.1111/j.1911-3846.2011.01130.x

Deal, T. E., & Kennedy, A. A. (1983). Culture: A New Look Through Old Lenses. *The Journal of Applied Behavioral Science*, *19*(4), 498-505. https://doi.org/10.1177/002188638301900411

Deitiana, T., & Habibuw, L. G. (2015). Factors Affecting the Financial Performance of Property Andreal Estate Companies Listed at Indonesia Stock Exchange. *Asian Business Review*, *5*(2), 79-88. https://doi.org/10.18034/abr.v5i2.58

DeLuca, C., Coombs, A., & LaPointe-McEwan, D. (2019). Assessment mindset: Exploring the relationship between teacher mindset and approaches to classroom assessment.

Studies in Educational Evaluation, *61*, 159-169. https://doi.org/https://doi.org/10.1016/j.stueduc.2019.03.012

Demirkan, S., Mishra, B. K., & Toksoz, T. (2020). The Impact of CEO Overconfidence on Profitability and Stock Return: A Firm's Life Cycle Perspective. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.3741785

Derila, C. P., Evana, E., & Dewi, F. G. (2020). Effect of environmental performance and environmental costs on financial performance with CSR disclosure as intervening variables. *International Journal for Innovation Education and Research*, *8*(1), 37-43.

Deveshwar, A., & Aneja, I. (2014). A study of transnational and transformation leadership styles and factors affect the leadership style. *International journal of business, economics and management*, *1*(8), 176-185.

Devi, A. D., & Subiyantoro, S. (2021). Implementation of Democratic Leadership Style and Transformational Head of Madrasah in Improving the Quality. *Nidhomul Haq Jurnal Manajemen Pendidikan Islam*, *6*(1), 14-26. https://doi.org/10.31538/ndh.v6i1.1162

Dewar, C., Hirt, M., & Keller, S. (2019). The mindsets and practices of excellent CEOs. *McKinsey Quarterly*, *11*, 430-465.

Djoko, B. S. D., Wiagustini, N. L. P., Artini, L. G. S., & Sedana, I. B. P. (2018). The Effect of Organizational Culture on Bank Risk and Profitability of the Rural Bank (BPR) in Bali _____. *International Journal of Contemporary Research and Review*, *9*(12), 21148-21154. https://doi.org/10.15520/ijcrr.v9i12.625

Dodoo, R., Donkor, D. T., & Appiah, M. (2021). Examining the factors that influence firm performance in Ghana: A GMM and OLS approach. *The Journal of Accounting and Management*, *11*(1).

Dodoo, R. N. A., Kumi, M., & Mangudhla, T. (2023). The Effect of Capital Structure on Firm Performance: Empirical Evidence From Emerging Economy. *Euromed J of Management*, *5*(1), 83. https://doi.org/10.1504/emjm.2023.128241

Dogan, M., Elitas, B. L., Agca, V., & Ögel, S. (2013). The impact of CEO duality on firm performance: Evidence from Turkey. *International journal of business and social science*, *4*(2).

Doğan, M., & Yildiz, F. (2013). The impact of the board of directors' size on the bank's performance: Evidence from Turkey. *European Journal of Business and Management*, *5*(6), 130-140.

Duru, A., Iyengar, R. J., & Zampelli, E. M. (2016). The dynamic relationship between CEO duality and firm performance: The moderating role of board independence. *Journal of Business Research*, *69*(10), 4269-4277. https://doi.org/https://doi.org/10.1016/j.jbusres.2016.04.001

Dwi Sihono, R., & Widarti, R. (2021). Effect of profitability financial, ratios return on assets, return on equity, gross profit margin and inflation level of stock return manufacturing company recorded activities in LQ 45. *Research Journal of Finance and Accounting*, *12*(24), 49-64.

Eisenbeiß, S. A., Knippenberg, D. v., & Fahrbach, C. M. (2014). Doing Well by Doing Good? Analyzing the Relationship Between CEO Ethical Leadership and Firm

Performance. *Journal of Business Ethics*, *128*(3), 635-651. https://doi.org/10.1007/s10551-014-2124-9
Ekadjaja, A. W. A. (2021). Factors Affecting Firm Performance in Manufacturing Companies in Indonesia Stock Exchange. *Jurnal Akuntansi*, *25*(1), 154. https://doi.org/10.24912/ja.v25i1.730
El Diri, M., Lambrinoudakis, C., & Alhadab, M. (2020). Corporate governance and earnings management in concentrated markets. *Journal of Business Research*, *108*, 291-306. https://doi.org/https://doi.org/10.1016/j.jbusres.2019.11.013
Elkhwesky, Z., Salem, I. E., Ramkissoon, H., & Castañeda-García, J.-A. (2022). A Systematic and Critical Review of Leadership Styles in Contemporary Hospitality: A Roadmap and a Call for Future Research. *International Journal of Contemporary Hospitality Management*, *34*(5), 1925-1958. https://doi.org/10.1108/ijchm-09-2021-1128
EmadEldeen, R., Elbayoumi, A. F., Basuony, M. A. K., & Mohamed, E. K. A. (2021). The Effect of the Board Diversity on Firm Performance: An Empirical Study on the UK. *Corporate Ownership and Control*, *18*(3, special issue), 337-347. https://doi.org/10.22495/cocv18i3siart8
Emami, M., Rezaei, S., Naser, V., & Gardener, J. (2022). Creativity Mindset as the Organizational Capability: The Role of Creativity-Relevant Processes, Domain-Relevant Skills and Intrinsic Task Motivation. *Asia-Pacific Journal of Business Administration*, *15*(1), 139-160. https://doi.org/10.1108/apjba-12-2020-0437
Endedlu, L. (2022). *Leadership Styles And Its Effect On Organizational Performance: The Case Of Cooperative Bank Of Oromyia* ST. MARY'S UNIVERSITY].
Eulerich, M., Velte, P., & van Uum, C. (2014). The impact of management board diversity on corporate performance. An empirical analysis for the German two-tier system. *An Empirical Analysis for the German Two-Tier System (November 8, 2013). Problems and Perspectives in Management (PPM)*, *12*, 25-39.
Faizan, R., Zehra, N., Baloch, A., Nadda, V., & Riaz, F. (2015). Leading Leadership style to motivate cultural-oriented female employees in the IT sector of developing country: IT Sectors responses from Pakistan.
Fama, E. F., & Jensen, M. C. (1983). Agency Problems and Residual Claims. *The Journal of Law and Economics*, *26*(2), 327-349. https://doi.org/10.1086/467038
Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, G. A. (2019). The Influence of Transformational Leadership and Leader Attitudes on Subordinate Attitudes and Implementation Success. *Journal of Leadership & Organizational Studies*, *27*(1), 98-111. https://doi.org/10.1177/1548051818824529
Fei, H., Ren, Y., Wu, S., Li, B., & Ji, D. (2021). Latent Target-Opinion as Prior for Document-Level Sentiment Classification: A Variational Approach From Fine-Grained Perspective. https://doi.org/10.1145/3442381.3449789
Fernández, M. A., & Gaite, F. T. (2020). Types of Director, Board Diversity and Firm Performance. *Corporate Governance*, *20*(2), 324-342. https://doi.org/10.1108/cg-03-2019-0096
Ferreira, C. d. S., Gomes, G. M., Castillo-Ospina, D. A., Bertassini, A. C., Zaguetto, C., Feltrin, N., Rossi, E., Carmo, I. M. K., Vasconcellos, J. C. N., Barboza, L. L., Tonelli, R., Dionisio, G., Gerólamo, M. C., Mello, A. M. d., Gomes, L. A. d. V., Beal, C., & Ometto, A. R. (2024). Organizational Practices, Values, and Mindsets

as a Basis for Circular Economy Transition. 85-109. https://doi.org/10.1007/978-3-031-55036-2_5
Fombrun, C. J., Tichy, N. M., & Devanna, M. A. (1984). Strategic human resource management. *New York: Wiley*.
Fuzi, S. F. S., Halim, S. A. A., & Julizaerma, M. K. (2016). Board Independence and Firm Performance. *Procedia Economics and Finance*, *37*, 460-465. https://doi.org/https://doi.org/10.1016/S2212-5671(16)30152-6
Gaite, F. T., & Fernández, M. A. (2020). The Influence of Board Experience on Firm Performance: Does the Director's Role Matter? *Journal of Management & Governance*, *25*(3), 685-705. https://doi.org/10.1007/s10997-020-09520-2
García-Ramos, R., & Díaz, B. D. (2021). Board of directors structure and firm financial performance: A qualitative comparative analysis. *Long Range Planning*, *54*(6), 102017. https://doi.org/https://doi.org/10.1016/j.lrp.2020.102017
Gavrić, G., Šormaz, G., & Ilic, D. (2016). The Impact of Organizational Culture on the Ultimate Performance of a Company. *International Review*(3-4), 25-30. https://doi.org/10.5937/intrev1604025g
Gebretsadik, D. M. (2020). Impact of Organizational Culture on the Effectiveness of Public Higher Educational Institutions in Ethiopia. *International Journal of Leadership in Education*, *25*(5), 823-842. https://doi.org/10.1080/13603124.2020.1722248
Gerged, A. M., & Agwili, A. (2020). How corporate governance affect firm value and profitability? Evidence from Saudi financial and non-financial listed firms. *International Journal of Business Governance and Ethics*, *14*(2), 144-165. https://doi.org/10.1504/IJBGE.2020.106338
Gill, A., & Mathur, N. (2011). Board size, CEO duality, and the value of Canadian manufacturing firms. *Journal of Applied Finance and Banking*, *1*(3), 1.
Golden, B. (1992). Research Notes. The Past Is the Past—Or Is It? The Use of Retrospective Accounts as Indicators of Past Strategy. *Academy of Management Journal*, *35*(4), 848-860. https://doi.org/10.5465/256318
Gordon, G. G. (1979). Managing management climate. *(No Title)*.
Green, L. (1989). Corporate culture asset or liability. *Human resource managementYearbook*, 72-74.
Grover, V., Tseng, S.-L., & Pu, W. (2022). A Theoretical Perspective on Organizational Culture and Digitalization. *Information & Management*, *59*(4), 103639. https://doi.org/10.1016/j.im.2022.103639
Gupta, A., Briscoe, F., & Hambrick, D. C. (2018). Evenhandedness in Resource Allocation: Its Relationship With CEO Ideology, Organizational Discretion, and Firm Performance. *Academy of Management Journal*, *61*(5), 1848-1868. https://doi.org/10.5465/amj.2016.1155
Gupta, A., Nadkarni, S., & Mariam, M. (2018). Dispositional Sources of Managerial Discretion: CEO Ideology, CEO Personality, and Firm Strategies. *Administrative Science Quarterly*, *64*(4), 855-893. https://doi.org/10.1177/0001839218793128
Guzmán, V. E., Muschard, B., Gerólamo, M. C., Kohl, H., & Rozenfeld, H. (2020). Characteristics and Skills of Leadership in the Context of Industry 4.0. *Procedia Manufacturing*, *43*, 543-550. https://doi.org/10.1016/j.promfg.2020.02.167
Hadid, W., & Al-Sayed, M. (2021). Management accountants and strategic management accounting: The role of organizational culture and information systems.

Management accounting research, *50*, 100725. https://doi.org/10.1016/j.mar.2020.100725

Haj-Salem, I., Ayadi, S. D., & Hussainey, K. (2020). The Joint Effect of Corporate Risk Disclosure and Corporate Governance on Firm Value. *International Journal of Disclosure and Governance*, *17*(2-3), 123-140. https://doi.org/10.1057/s41310-020-00079-w

Hájek, P., & Boháčová, J. (2016). Predicting Abnormal Bank Stock Returns Using Textual Analysis of Annual Reports – A Neural Network Approach. 67-78. https://doi.org/10.1007/978-3-319-44188-7_5

Hambrick, D. C. (1989). Guest editor's introduction: Putting top managers back in the strategy picture. *Strategic Management Journal*, 5-15.

Hambrick, D. C., & Quigley, T. J. (2013). Toward More Accurate Contextualization of the CEO Effect on Firm Performance. *Strategic Management Journal*, *35*(4), 473-491. https://doi.org/10.1002/smj.2108

Hamori, M., & Koyuncu, B. (2014). Experience Matters? The Impact of Prior CEO Experience on Firm Performance. *Human Resource Management*, *54*(1), 23-44. https://doi.org/10.1002/hrm.21617

Harb, A. S. M. (2019). The impact of profitability and financial performance on improving productive efficiency in Jordanian industrial companies. *Academy of Strategic Management Journal*, *18*(5), 1-13. https://www.abacademies.org/articles/The-impact-of-profitability-and-financial-performance-on-improving-productive-efficiency-in-jordanian-industrial-companies-1939-6104-18-5-420.pdf

Harrison, R. (1972). *Understanding your organisation's character*. Harvard Business Review Boston.

Harun, M. S., Hussainey, K., Kharuddin, K. A. M., & Farooque, O. A. (2020). CSR Disclosure, Corporate Governance and Firm Value: A Study on GCC Islamic Banks. *International Journal of Accounting and Information Management*, *28*(4), 607-638. https://doi.org/10.1108/ijaim-08-2019-0103

Hashmi, I. A. S., & Bhatti, A. A. (2019). On the monetary measures of global liquidity. *Financial Innovation*, *5*(1), 19. https://doi.org/10.1186/s40854-019-0134-4

Hassan, R., & Marimuthu, M. (2016). Corporate governance, board diversity, and firm value: Examining large companies using panel data approach.

Hassan, R., & Marimuthu, M. (2018). Contextualizing Comprehensive Board Diversity and Firm Financial Performance: Integrating Market, Management and Shareholder's Perspective. *Journal of Management & Organization*, *24*(5), 634-678. https://doi.org/10.1017/jmo.2018.10

Hassi, A., Rohlfer, S., & Jebsen, S. (2021). Empowering Leadership and Innovative Work Behavior: The Mediating Effects of Climate for Initiative and Job Autonomy in Moroccan SMEs. *Euromed Journal of Business*, *17*(4), 503-518. https://doi.org/10.1108/emjb-01-2021-0010

Hausman, J. A. (1978). Specification Tests in Econometrics. *Econometrica*, *46*(6), 1251-1271. https://doi.org/10.2307/1913827

Heller, F. (2019). Leadership, Decision Making, and Contingency Theory. 211-227. https://doi.org/10.4324/9780429432569-13

Hermes, N., & Lensink, R. (2004). Foreign Bank Presence, Domestic Bank Performance and Financial Development. *Journal of Emerging Market Finance*, *3*(2), 207-229. https://doi.org/10.1177/097265270400300206

Hermuningsih, S., Kusuma, H., & Cahyarifida, R. A. (2020). Corporate Governance and Firm Performance: An Empirical Study From Indonesian Manufacturing Firms. *Journal of Asian Finance Economics and Business*, *7*(11), 827-834. https://doi.org/10.13106/jafeb.2020.vol7.no11.827

Hilman, H., & Siam, M. R. A. (2014). The Influence of Organizational Structure and Organization Culture on the Organizational Performance of Higher Educational Institutions: The Moderating Role of Strategy Communication. *Asian Social Science*, *10*(13). https://doi.org/10.5539/ass.v10n13p142

Hu, X., Lin, D., & Tosun, O. K. (2022). The Effect of Board Independence on Firm Performance – New Evidence From Product Market Conditions. *European Journal of Finance*, *29*(4), 363-392. https://doi.org/10.1080/1351847x.2022.2049448

Huang, X., Teoh, S. H., & Zhang, Y. (2013). Tone Management. *The Accounting Review*, *89*(3), 1083-1113. https://doi.org/10.2308/accr-50684

Ifada, L. M., Fuad, K., & Kartikasari, L. (2021). Managerial Ownership and Firm Value: The Role of Corporate Social Responsibility. *Jurnal Akuntansi & Auditing Indonesia*, *25*(2), 161-169. https://doi.org/10.20885/jaai.vol25.iss2.art6

Iqbal, U., & Usman, M. (2018). Impact of Financial Leverage on Firm Performance. *Seisense Journal of Management*, *1*(2), 70-78. https://doi.org/10.33215/sjom.v1i2.13

Iranmanesh, M., Kumar, K. M., Foroughi, B., Mavi, R. K., & Min, N. H. (2020). The Impacts of Organizational Structure on Operational Performance Through Innovation Capability: Innovative Culture as Moderator. *Review of Managerial Science*, *15*(7), 1885-1911. https://doi.org/10.1007/s11846-020-00407-y

Isensee, C., Teuteberg, F., Griese, K. M., & Topi, C. (2020). The Relationship Between Organizational Culture, Sustainability, and Digitalization in SMEs: A Systematic Review. *Journal of Cleaner Production*, *275*, 122944. https://doi.org/10.1016/j.jclepro.2020.122944

Ishaq, M., Islam, Y., & Ghouse, G. (2021). Tobin's Q as an Indicator of Firm Performance: Empirical Evidence From Manufacturing Sector Firms of Pakistan. *International Journal of Economics and Business Administration*, *IX*(Issue 1), 425-441. https://doi.org/10.35808/ijeba/683

Issa, A., Yousef, H., Bakry, A. H., Hanaysha, J. R., & Sahyouni, A. (2021). Does the Board Diversity Impact Bank Performance in the MENA Countries? A Multilevel Study. *Corporate Governance*, *21*(5), 865-891. https://doi.org/10.1108/cg-06-2020-0222

Jamali, A., Bhutto, A., Khaskhely, M., & Sethar, W. (2022). Impact of leadership styles on faculty performance: Moderating role of organizational culture in higher education. *Management Science Letters*, *12*(1), 1-20.

Jegadeesh, N., & Wu, D. (2013). Word Power: A New Approach for Content Analysis. *Journal of Financial Economics*, *110*(3), 712-729. https://doi.org/10.1016/j.jfineco.2013.08.018

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. In *Corporate Governance* (pp. 77-132). Gower.

Jensen, M. K., Potočnik, K., & Chaudhry, S. (2020). A Mixed-Methods Study of CEO Transformational Leadership and Firm Performance. *European Management Journal*, *38*(6), 836-845. https://doi.org/10.1016/j.emj.2020.05.004

Joseph, O. O., & Kibera, F. (2019). Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya. *Sage Open*, *9*(1). https://doi.org/10.1177/2158244019835934

Joshi, A., Hambrick, D. C., & Kang, J. (2021). The Generativity Mindsets of Chief Executive Officers: A New Perspective on Succession Outcomes. *Academy of Management Review*, *46*(2), 385-405. https://doi.org/10.5465/amr.2018.0426

Jung, T., Scott, T., Davies, H., Bower, P., Whalley, D., McNally, R., & Mannion, R. (2009). Instruments for Exploring Organizational Culture: A Review of the Literature. *Public Administration Review*, *69*(6), 1087-1096. https://doi.org/10.1111/j.1540-6210.2009.02066.x

Jusriadi, E. (2022). Moderation of Leadership Style: Management Accounting Information Systems and Management Control Systems on Managerial Performance. *ATESTASI: Jurnal Ilmiah Akuntansi*, *5*(1), 16-32. https://doi.org/10.57178/atestasi.v5i1.19

Karimah, L., Wardani, R., Bastian, A., & Widiyanto, E. (2023). The Influence of Organizational Culture Using the Ocai Approach on the Performance of Health Personnel at Intan Medika Lamongan Hospital. *5*(2), 30-37. https://doi.org/10.30994/jhms.v5i2.53

Karlsen, J. T., & Berg, M. E. (2020). Coaching Leadership Style: A Learning Process. *International Journal of Knowledge and Learning*, *13*(4), 356. https://doi.org/10.1504/ijkl.2020.111143

Kaur, R., & Singh, B. (2019). Do CEO Characteristics Explain Firm Performance in India? *Journal of Strategy and Management*, *12*(3), 409-426. https://doi.org/10.1108/jsma-02-2019-0027

Kelly, R. J., & Hearld, L. R. (2020). Burnout and Leadership Style in Behavioral Health Care: A Literature Review. *The Journal of Behavioral Health Services & Research*, *47*(4), 581-600. https://doi.org/10.1007/s11414-019-09679-z

Khajeh, E. H. A. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*, 1-10. https://doi.org/10.5171/2018.687849

Khan, A. W. K., & Subhan, Q. A. (2019). Impact of Board Diversity and Audit on Firm Performance. *Cogent Business & Management*, *6*(1). https://doi.org/10.1080/23311975.2019.1611719

Khan, K. M., & Mahmood, Z. (2023). Impact of Corporate Governance on Firm Performance: A Case of Pakistan Stock Exchange. *Liberal Arts and Social Sciences International Journal (Lassij)*, *7*(1), 24-38. https://doi.org/10.47264/idea.lassij/7.1.2

Khan, M. A., Ismail, F., Hussain, A., & Al-Ghazali, B. M. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *Sage Open*, *10*(1). https://doi.org/10.1177/2158244019898264

Khatib, S. F., & Nour, A. (2021). The impact of corporate governance on firm performance during the COVID-19 pandemic: Evidence from Malaysia. *Journal of Asian*

Finance, Economics and Business, *8*(2), 0943-0952. https://ssrn.com/abstract=3762393
Khatib, S. F. A., Abdullah, D. F., Elamer, A. A., Yahaya, I. S., & Owusu, A. (2021). Global Trends in Board Diversity Research: A Bibliometric View. *Meditari Accountancy Research*, *31*(2), 441-469. https://doi.org/10.1108/medar-02-2021-1194
Kim, T., & Chang, J. (2019). Organizational Culture and Performance: A Macro-Level Longitudinal Study. *Leadership & Organization Development Journal*, *40*(1), 65-84. https://doi.org/10.1108/lodj-08-2018-0291
Kimberly, J. R., & Quinn, R. E. (1984). *Managing Organizational Transitions*. R.D. Irwin. https://books.google.ps/books?id=yhpBAAAAMAAJ
Kohut, G. F., & Segars, A. H. (1992). The President's Letter to Stockholders: An Examination of Corporate Communication Strategy. *Journal of Business Communication*, *29*(1), 7-21. https://doi.org/10.1177/002194369202900101
Korma, M., Kolloju, N., Kummitha, H. R., & Kareem, M. A. (2022). Impact of Organizational Culture on Organisational Performance: A Study on the Employees in Educational Institutions. *Business Systems Research Journal*, *13*(1), 138-155. https://doi.org/10.2478/bsrj-2022-0009
Kuntz, J., Davies, B., & Näswall, K. (2019). From Transactional to Transformational. *Leadership & Organization Development Journal*, *40*(7), 815-827. https://doi.org/10.1108/lodj-01-2019-0012
Kusuma, H., & Cahyarifida, R. A. (2020). Corporate Governance and Firm Performance: An Empirical Study From Indonesian Manufacturing Firms. *Journal of Asian Finance Economics and Business*, *7*(11), 827-834. https://doi.org/10.13106/jafeb.2020.vol7.no11.827
Kyere, M., & Ausloos, M. (2020). Corporate Governance and Firms Financial Performance in the United Kingdom. *International Journal of Finance & Economics*, *26*(2), 1871-1885. https://doi.org/10.1002/ijfe.1883
Lakshmi, H. H., & Basha, S. C. (2013). Dimensions affecting leadership styles in LIC. *Pragyaan: Journal of Management*, *11*(1), 1-7.
Lawati, H. A., & Hussainey, K. (2021). The Impact of Audit Committee Financial Expertise on Corporate Financial Decisions. *Corporate Ownership and Control*, *18*(3, special issue), 348-359. https://doi.org/10.22495/cocv18i3siart9
Lee, C.-H., & Foong, S.-S. (2023). The Value of Diversification, Managerial Ability and Corporate Governance: Evidence From Malaysian Firms. *Asian Journal of Business and Accounting*, *16*(1), 31-68. https://doi.org/10.22452/ajba.vol16no1.2
Lee, M. C. C., & Ding, A. Y. L. (2022). The Relationship Between Market Culture, Clan Culture, Benevolent Leadership, Work Engagement, and Job Performance: Leader's Dark Triad as a Moderator. *Psychological Reports*, *127*(2), 887-911. https://doi.org/10.1177/00332941221121564
Lee, W. (2018). Trickling Down: How the Upper Echelon Effect Diversity Within an Organization. *Choregia*, *14*(1), 35-48. https://doi.org/10.4127/ch.2018.0128
Lestari, K. C. (2023). Do Female Directors Influence Firm Value? The Mediating Role of Green Innovation. *Gender in Management an International Journal*, *39*(2), 255-273. https://doi.org/10.1108/gm-08-2022-0281

Lestari, S. D., & Juwana, B. (2021). The effect of organisation structure, competency and innovation on firm performance in the era of industry 4.0. *International Journal of Organizational Business Excellence*, *4*(1), 1-8.
Li, F. (2010). The Information Content of Forward-Looking Statements in Corporate Filings—A Naïve Bayesian Machine Learning Approach. *Journal of Accounting Research*, *48*(5), 1049-1102. https://doi.org/10.1111/j.1475-679x.2010.00382.x
Li, Z., Crook, J., Andreeva, G., & Tang, Y. (2021). Predicting the risk of financial distress using corporate governance measures. *Pacific-Basin Finance Journal*, *68*, 101334. https://doi.org/https://doi.org/10.1016/j.pacfin.2020.101334
Likert, R. (1967). *The Human Organization: Its Management and Value*. McGraw-Hill. https://books.google.ps/books?id=0xxVAAAAMAAJ
Liu, Q., & Tong, Y. (2022). Employee Growth Mindset and Innovative Behavior: The Roles of Employee Strengths Use and Strengths-Based Leadership. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.814154
Lo, F.-Y., & Fu, P.-H. (2016). The interaction of chief executive officer and top management team on organization performance. *Journal of Business Research*, *69*(6), 2182-2186. https://doi.org/https://doi.org/10.1016/j.jbusres.2015.12.027
Loughran, T., & McDonald, B. (2011). When Is a Liability Not a Liability? Textual Analysis, Dictionaries, and 10-Ks. *The Journal of Finance*, *66*(1), 35-65. https://doi.org/10.1111/j.1540-6261.2010.01625.x
Lubis, F. R., & Hanum, F. (2020). Organizational Culture. https://doi.org/10.2991/assehr.k.201221.020
Ma, Y., Tikuye, G. A., & Shan, H. (2021). Impacts of Firm Performance on Corporate Social Responsibility Practices: The Mediation Role of Corporate Governance in Ethiopia Corporate Business. *Sustainability*, *13*(17), 9717. https://doi.org/10.3390/su13179717
Macmillan, & Co. (1901). *Guide to Palestine and Egypt*. Macmillan. https://books.google.ps/books?id=mIoNAAAAYAAJ
Maemura, Y. (2022). CEO Duality and Firm Performance: A Systematic Review and Research Agenda. *European Management Review*, *20*(2), 346-358. https://doi.org/10.1111/emre.12522
Majoni, A., & Rosenthal, L. (2023). Does Ending Stock Option Compensation for Independent Directors Affect Chief Executive Officer Monitoring: A Natural Experiment. *Available at SSRN 4359905*.
Mali, P., Kuzmanović, B., Mitić, S., Terek, S. E., & Nikolić, M. (2022). The effects of organizational culture on job satisfaction and financial performance. *Journal of Engineering Management and Competitiveness (JEMC)*, *12*(1), 44-56.
Maloş, R. (2012). THE MOST IMPORTANT LEADERSHIP THEORIES. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*.
Mansour, M., Hashim, H. A., Almaqtari, F. A., & ahdal, W. M. A. (2023). A Review of the Influence of Capital Structure on the Relationship Between Corporate Governance and Firm Performance. *International Journal of Procurement Management*, *17*(1), 79. https://doi.org/10.1504/ijpm.2023.130269
Martinez, E. A., Beaulieu, N., Gibbons, R., Pronovost, P. J., & Wang, T. J. (2015). Organizational Culture and Performance. *American Economic Review*, *105*(5), 331-335. https://doi.org/10.1257/aer.p20151001

Mashile, D. A., Munyeka, W., & Ndlovu, W. (2019). Organisational Culture and Turnover Intentions Among Academics: A Case of a Rural-Based University. *Studies in Higher Education*, *46*(2), 385-393. https://doi.org/10.1080/03075079.2019.1637844

Meier, D. (2016). Situational leadership theory as a foundation for a blended learning framework. *Journal of Education and Practice*, *7*(10), 25-30.

Merkl-Davies, D., & Brennan, N. (2007). Discretionary Disclosure Strategies in Corporate Narratives: Incremental Information or Impression Management? *Journal of Accounting Literature*, *26*, 116-196.

Meuer, J. (2013). Archetypes of Inter-Firm Relations in the Implementation of Management Innovation: A Set-Theoretic Study in China's Biopharmaceutical Industry. *Organization Studies*, *35*(1), 121-145. https://doi.org/10.1177/0170840613495339

Miller, C. C., Cardinal, L. B., & Glick, W. H. (1997). Retrospective Reports in Organizational Research: A Reexamination of Recent Evidence. *Academy of Management Journal*, *40*(1), 189-204. https://doi.org/10.5465/257026

Mohapatra, P. (2016). Board Independence and Firm Performance in India. *International Journal of Management Practice*, *9*(3), 317. https://doi.org/10.1504/ijmp.2016.077834

Montaño, D., Schleu, J. E., & Hüffmeier, J. (2022). A Meta-Analysis of the Relative Contribution of Leadership Styles to Followers' Mental Health. *Journal of Leadership & Organizational Studies*, *30*(1), 90-107. https://doi.org/10.1177/15480518221114854

Mukhtar, M., Risnita, R., & Prasetyo, M. A. M. (2020). The Influence of Transformational Leadership, Interpersonal Communication, and Organizational Conflict on Organizational Effectiveness. *International Journal of Educational Review*, *2*(1), 1-17. https://doi.org/10.33369/ijer.v2i1.10371

Mukoffi, A., Suhendri, H., Hastuti, D., Meliyana, M., & Indah, S. (2022). An Empirical Assessment of Corporate Governance Components and Their Impact on Profitability: Evidence of Listed Banks in Indonesia. *Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah*, *10*(4), 213-224. https://doi.org/10.22437/ppd.v10i4.20394

Musallam, S. R. M. (2015). Relationships Between Ownership Structures and Corporate Performance: Evidence From Malaysia. *Mediterranean Journal of Social Sciences*. https://doi.org/10.5901/mjss.2015.v6n3s1p70

Mutiaram, R., & Ali Iqbal, M. (2021). the Influence of Leadership and Organizational Culture on Employee Performance of Pt Georg Fischer Indonesia Through Motivation As Intervening Variable. *Dinasti International Journal of Management Science*, *3*(2), 257-275.

Mwangi, W. (2022). Leadership Style and Financial Performance of Commercial Banks in Kenya. *Journal of Finance and Accounting*, *6*(4), 83-108. https://doi.org/10.53819/81018102t2099

Nabella, S. D., Rivaldo, Y., Kurniawan, R., Nurmayunita, Sari, D. P., Luran, M. F., Amirullah, A., Saputra, E. K., Rizki, M., Sova, M., Nurhayati, & Wulandari, K. (2022). The Influence of Leadership and Organizational Culture Mediated by Organizational Climate on Governance at Senior High School in Batam City.

Journal of Educational and Social Research, *12*(5), 119. https://doi.org/10.36941/jesr-2022-0127

Naknok, S. (2022). Firm performance indicators as a fundamental analysis of stocks and a determinant of a firm's operation. *International Journal of Economics & Business Administration (IJEBA)*, *10*(1), 190-213.

Nawaz, Z., & Khan, I. (2016). Leadership theories and styles: A literature review. *Leadership*, *16*(1), 1-7.

Nguyen, V. H., Nguyen, T. T. C., Nguyen, V. T., & Do, D. T. (2021). Internal factors affecting firm performance: A case study in Vietnam. *The Journal of Asian Finance, Economics and Business*, *8*(5), 303-314. https://doi.org/10.13106/jafeb.2021.vol8.no5.0303

Nordberg, D. (2020). *The Cadbury code and recurrent crisis: A model for corporate governance?* Springer Nature.

Nugroho, M. (2021). Corporate governance and firm performance. *Accounting*, *7*(1), 13-22. https://doi.org/10.5267/j.ac.2020.10.019

Nukić, I. Š. (2018). Organizational Culture as a Determinant of Construction Companies' Competitiveness: Case Study. *Organizational Culture*, 85.

Nurhayati, I., Sudiyatno, B., Puspitasari, E., & Basiya, R. (2021). Moderating Effect of Firm Performance on Firm Value: Evidence From Indonesia. *Problems and Perspectives in Management*, *19*(3), 85-94. https://doi.org/10.21511/ppm.19(3).2021.08

Nurmalasari, M. R., & Nirmala, Y. (2021). Pengaruh Agency Cost Terhadap Nilai Perusahaan Bumn Yang Terdaftar Di Bursa Efek Indonesia. *Jurnal Ilmiah Manajemen Dan Bisnis*, *6*(2), 53-62. https://doi.org/10.38043/jimb.v6i2.3199

Ochieng, L. A., & Koshal, J. (2023). Influence of Supportive Leadership Style on Performance of Manufacturing Small and Medium Enterprises (SMEs) in Nairobi, Kenya. *5*(2), 82-98. https://doi.org/10.59952/tuj.v5i2.192

Ongsakul, V., Jiraporn, P., & Treepongkaruna, S. (2019). Does Managerial Ownership Influence Corporate Social Responsibility (CSR)? The Role of Economic Policy Uncertainty. *Accounting and Finance*, *61*(1), 763-779. https://doi.org/10.1111/acfi.12592

Oreg, S., & Berson, Y. (2019). Leaders' impact on organizational change: Bridging theoretical and methodological chasms. *Academy of Management Annals*, *13*(1), 272-307.

Otocki, A. C., & Turner, B. F. (2020). Behavior Training Is Not Enough: Empowering Middle Managers by Shifting Mindset. *Military Medicine, 185*(Supplement_3), 31-36. https://doi.org/10.1093/milmed/usaa134

Otto, A. S., Szymanski, D. M., & Varadarajan, R. (2019). Customer Satisfaction and Firm Performance: Insights From Over a Quarter Century of Empirical Research. *Journal of the Academy of Marketing Science*, *48*(3), 543-564. https://doi.org/10.1007/s11747-019-00657-7

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2013). Purposeful Sampling for Qualitative Data Collection and Analysis in Mixed Method Implementation Research. *Administration and Policy in Mental Health and Mental Health Services Research*, *42*(5), 533-544. https://doi.org/10.1007/s10488-013-0528-y

Palmer, D., & Feldman, V. (2017). Toward a more comprehensive analysis of the role of organizational culture in child sexual abuse in institutional contexts. *Child Abuse & Neglect*, *74*, 23-34. https://doi.org/https://doi.org/10.1016/j.chiabu.2017.08.004

Pan, Y., Huang, P., & Gopal, A. (2018). Board Independence and Firm Performance in the IT Industry

The Moderating Role of New Entry Threats. *MIS Quarterly*, *42*(3), 979-A977. https://www.jstor.org/stable/26635062

Pan, Y., Siegel, S., & Wang, T. Y. (2019). The Cultural Origin of CEOs' Attitudes Toward Uncertainty: Evidence From Corporate Acquisitions. *Review of Financial Studies*, *33*(7), 2977-3030. https://doi.org/10.1093/rfs/hhz109

Pang, B., & Lee, L. (2004). A sentimental education: Sentiment analysis using subjectivity summarization based on minimum cuts. *arXiv preprint cs/0409058*. https://doi.org/10.48550/arXiv.cs/0409058

Patelli, L., & Pedrini, M. (2013). Is the Optimism in CEO's Letters to Shareholders Sincere? Impression Management Versus Communicative Action During the Economic Crisis. *Journal of Business Ethics*, *124*(1), 19-34. https://doi.org/10.1007/s10551-013-1855-3

Pavlatos, O. (2012). The Impact of CFOs' Characteristics and Information Technology on Cost Management Systems. *Journal of Applied Accounting Research*, *13*(3), 242-254. https://doi.org/10.1108/09675421211281317

Peters, T. J., & Waterman, R. H. (1982). In search of excellence: lessons from America's best run companies Harper and row. *New York*.

Petrenko, O. V., Aime, F., Ridge, J. W., & Hill, A. (2015). Corporate Social Responsibility or CEO Narcissism? CSR Motivations and Organizational Performance. *Strategic Management Journal*, *37*(2), 262-279. https://doi.org/10.1002/smj.2348

Petscher, Y., Otaiba, S. A., & Wanzek, J. (2020). Study of the Factor Structure, Profiles, and Concurrent Validity of the Mindset Assessment Profile Tool for Elementary Students. *Journal of Psychoeducational Assessment*, *39*(1), 74-88. https://doi.org/10.1177/0734282920943456

Pham, D.-H., & Pham, V. Q. (2020). The Impact of CEO Duality on Firm Performance: Examining the Life-Cycle Theory in Vietnam. *Accounting*, 737-742. https://doi.org/10.5267/j.ac.2020.6.010

Ponnuswamy, I., & Manohar, H. L. (2014). Impact of Learning Organization Culture on Performance in Higher Education Institutions. *Studies in Higher Education*, *41*(1), 21-36. https://doi.org/10.1080/03075079.2014.914920

Preece, M., Katz, Y., Richards, B., Puccio, G. J., & Acar, S. (2017). Shifting the organizational mindset: Exploratory evidence for the positive impact of creativity training and strategic planning. *The International Journal of Creativity and Problem Solving*, *27*(2), 35-53.

Primorac, V., & Domljan, I. (2022). Organizational Structure and Organizational Culture – Case Study of Bosnian and Herzegovinian Company. *E-Zbornik*, *12*(24), 29-46. https://doi.org/10.47960/2232-9080.2022.24.12.29

Prince, U. G., Lekara, B. P., & Redwell, E. E. Impact of leadership styles on entrepreneur orientations. *International Journal of Multidisciplinary Research and Growth Evaluation*, *2*.

Pucheta-Martínez, M. C., & Álvarez, I. G. (2019). Do Board Characteristics Drive Firm Performance? An International Perspective. *Review of Managerial Science*, *14*(6), 1251-1297. https://doi.org/10.1007/s11846-019-00330-x

Puni, A., & Anlesinya, A. (2020). Corporate Governance Mechanisms and Firm Performance in a Developing Country. *International Journal of Law and Management*, *62*(2), 147-169. https://doi.org/10.1108/ijlma-03-2019-0076

Puni, A., Ofei, S. B., & Okoe, A. F. (2014). The Effect of Leadership Styles on Firm Performance in Ghana. *International Journal of Marketing Studies*, *6*(1). https://doi.org/10.5539/ijms.v6n1p177

Purnama, H. K., & Trisnaningsih, S. (2022). The Effect of Good Corporate Governance on Profitability with Corporate Csr Disclosure as Intervening Variables. *Jurnal Penelitian Ekonomi Dan Akuntansi JPENSI*, *7*(1), 27.

Purwanto, A. (2020). Democratic, authocratic, bureaucratic and charismatic leadership style: which influence school teachers performance in education 4.0 era? *Sys Rev Pharm*, *11*(9), 277-286.

Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L. M., & Hyun, C. C. (2020). Effect of transformational and transactional leadership style on public health centre performance. *Journal of Research in Business, Economics, and Education*, *2*(1).

Qadorah, A. A. M. (2018). The Relationship Between Board Size and CEO Duality and Firm Performance: Evidence From Jordan. *International Journal of Accounting Finance and Risk Management*, *3*(3), 16. https://doi.org/10.11648/j.ijafrm.20180303.11

Quigley, T. J., Chirico, F., & Baù, M. (2021). Does the CEO Effect on Performance Differ in Private Versus Public Firms? *Strategic Organization*, *20*(3), 652-673. https://doi.org/10.1177/14761270211018183

Rahmat, R., Ramly, M., Mallongi, S., & Kalla, R. (2019). The leadership style effect on the job satisfaction and the performance. *Asia Pacific Journal of Management and Education*, *2*(1), 1-13.

Rai, A., & Kim, M. (2021). Empowering Leadership and Followers' Good and Bad Behaviors: A Dual Mediation Model. *Human Resource Development Quarterly*, *32*(4), 537-558. https://doi.org/10.1002/hrdq.21431

Rashid, A. (2018). Board Independence and Firm Performance: Evidence From Bangladesh. *Future Business Journal*, *4*(1), 34-49. https://doi.org/10.1016/j.fbj.2017.11.003

Rebelo, T., & Gomes, A. D. (2017). Is Organizational Learning Culture a Good Bet? *Academia Revista Latinoamericana De Administración*, *30*(3), 328-343. https://doi.org/10.1108/arla-10-2015-0275

Reina, C. S., Zhang, Z., & Peterson, S. J. (2014). CEO Grandiose Narcissism and Firm Performance: The Role of Organizational Identification. *The Leadership Quarterly*, *25*(5), 958-971. https://doi.org/10.1016/j.leaqua.2014.06.004

Riaz, S., Ali, R., Hussain, S., & Rehman, R. U. (2023). Chief Executive Officer Attributes, Stock's Liquidity, and Firm's Performance. *Managerial and Decision Economics*, *44*(6), 3397-3408. https://doi.org/10.1002/mde.3886

Rijal, S. (2016). Leadership Style and Organizational Culture in Learning Organization: A Comparative Study. *International Journal of Management & Information Systems (Ijmis)*, *20*(2), 17-26. https://doi.org/10.19030/ijmis.v20i2.9642

Robbins, S. P. (1990). *Organization theory: Structures, designs, and applications, 3/e*. Pearson Education India.

Romero, F. T., & Araújo, J. F. (2020). The Influence of Corporate Governance Characteristics on Human Capital Disclosure: The Moderating Role of Managerial Ownership. *Journal of Intellectual Capital*, *23*(2), 342-374. https://doi.org/10.1108/jic-03-2019-0055

Roodman, D. (2009). A Note on the Theme of Too Many Instruments. *Oxford Bulletin of Economics and Statistics*, *71*(1), 135-158. https://doi.org/https://doi.org/10.1111/j.1468-0084.2008.00542.x

Ruben, B. D., Lisi, R. D., & Gigliotti, R. A. (2023). The Competency Approach. 151-164. https://doi.org/10.4324/9781003442769-11

Rucker, D. D., & Galinsky, A. D. (2015). Growing Beyond Growth: Why Multiple Mindsets Matter for Consumer Behavior. *Journal of Consumer Psychology*, *26*(1), 161-164. https://doi.org/10.1016/j.jcps.2015.06.009

Saidu, S. (2019). CEO Characteristics and Firm Performance: Focus on Origin, Education and Ownership. *Journal of Global Entrepreneurship Research*, *9*(1). https://doi.org/10.1186/s40497-019-0153-7

Saini, N., & Singhania, M. (2018). Corporate Governance, Globalization and Firm Performance in Emerging Economies. *International Journal of Productivity and Performance Management*, *67*(8), 1310-1333. https://doi.org/10.1108/ijppm-04-2017-0091

Samad, S., Alghafis, R., & Al-Zuman, A. (2018). Examining the Effects of Strategic Management and Organizational Culture on Organizational Performance. *Management Science Letters*, 1363-1374. https://doi.org/10.5267/j.msl.2018.9.003

Sandybayev, A. (2019). Impact of effective entrepreneurial leadership style on organizational performance: Critical review. *International Journal of Economics and Management*, *1*(1), 47-55.

Sarhan, A. A., Ntim, C. G., & Al-Najjar, B. (2018). Board Diversity, Corporate Governance, Corporate Performance, and Executive Pay. *International Journal of Finance & Economics*, *24*(2), 761-786. https://doi.org/10.1002/ijfe.1690

Sattayaraksa, T., & Boon-itt, S. (2017). The Roles of CEO Transformational Leadership and Organizational Factors on Product Innovation Performance. *European Journal of Innovation Management*, *21*(2), 227-249. https://doi.org/10.1108/ejim-06-2017-0077

Schneider, B., & Pulakos, E. D. (2022). Expanding the I-O Psychology Mindset to Organizational Success. *Industrial and Organizational Psychology*, *15*(3), 385-402. https://doi.org/10.1017/iop.2022.27

Selvam, M., Gayathri, J., Vasanth, V., Lingaraja, K., & Marxiaoli, S. (2016). Determinants of firm performance: A subjective model. *Int'l J. Soc. Sci. Stud.*, *4*, 90.

Setia-Atmaja, L. (2008). Does Board Size Really Matter? Evidence From Australia. *Gadjah Mada International Journal of Business*, *10*(3), 331. https://doi.org/10.22146/gamaijb.5559

Shafiu, A. M., Manaf, H. A., & Muslim, S. (2020). Utilization Entrepreneurship for Job Creation, Poverty Reduction and National Development. *The Journal of Social Sciences Research*(61), 97-102. https://doi.org/10.32861/jssr.61.97.102

Shahzad, F. (2014). Impact of Organizational Culture on Employees' Job Performance. *International Journal of Commerce and Management*, *24*(3), 219-227. https://doi.org/10.1108/ijcoma-07-2012-0046

Shan, L., Fu, S., & Zheng, L. (2017). Corporate Sexual Equality and Firm Performance. *Strategic Management Journal*, *38*(9), 1812-1826. https://doi.org/10.1002/smj.2624

Shan, Y. G. (2019). Managerial Ownership, Board Independence and Firm Performance. *Accounting Research Journal*, *32*(2), 203-220. https://doi.org/10.1108/arj-09-2017-0149

Sharma, R. B., Al-Jalahma, A., Kukreja, G., & Almoosawi, Z. S. M. (2023). Impact of Corporate Governance on Financial Performance: Empirical Evidence of the Selected Telecommunication Companies of GCC. 643-655. https://doi.org/10.1007/978-3-031-26956-1_60

Shrivastav, S. M., & Kalsie, A. (2016). The relationship between CEO duality and firm performance: An analysis using panel data approach. *IUP Journal of Corporate Governance*, *15*(2).

Sidhu, I., Goubet, J.-E., & Xia, Y. (2016). Measurement of innovation mindset a method and tool within the Berkeley Innovation Index Framework. 2016 International Conference on Engineering, Technology and Innovation/IEEE lnternational Technology Management Conference (ICE/ITMC),

Siepel, J., & Dejardin, M. (2020). How Do We Measure Firm Performance? A Review of Issues Facing Entrepreneurship Researchers. https://doi.org/10.4337/9781786430960.00006

Singh, A., & Gupta, P. (2022). Impact of Corporate Governance Factors on the Profitability of Banks: A study on Indian public sector banks. *Cardiometry*(24), 699-707. https://doi.org/10.18137/cardiometry.2022.24.699707

Singh, S., Tabassum, N., Darwish, T. K., & Batsakis, G. (2017). Corporate Governance and Tobin's <i>Q</I> as a Measure of Organizational Performance. *British Journal of Management*, *29*(1), 171-190. https://doi.org/10.1111/1467-8551.12237

Sivaruban, S. (2021). A Critical Perspective of Leadership Theories. *Business Ethics and Leadership*, *5*(1), 57-65. https://doi.org/10.21272/bel.5(1).57-65.2021

Soesetio, Y., Rudiningtyas, D. A., & Sukmawati, A. C. (2023). Factors Affecting Firm Performance: Does Corporate Governance Implementation Matter? *Adpebi International Journal of Multidisciplinary Sciences*, *2*(1), 1-12. https://doi.org/10.54099/aijms.v2i1.487

Song, S., & Lee, S. (2020). The Effect of Internationalization on Firm Performance: A Moderating Role of Heterogeneity in TMTs' Nationality. *Cornell Hospitality Quarterly*, *62*(4), 482-497. https://doi.org/10.1177/1938965520958703

Spence, M. (1973). Job Market Signaling. *The Quarterly Journal of Economics*, *87*(3), 355. https://doi.org/10.2307/1882010

Stefano, G. D., Scrima, F., & Parry, E. (2017). The Effect of Organizational Culture on Deviant Behaviors in the Workplace. *The International Journal of Human Resource Management*, *30*(17), 2482-2503. https://doi.org/10.1080/09585192.2017.1326393

Strengers, J. G., Mutsaers, L., Rossum, L. v., & Graamans, E. P. (2022). The Organizational Culture of Scale-Ups and Performance. *Journal of Organizational Change Management*, *35*(8), 115-130. https://doi.org/10.1108/jocm-09-2021-0268

Suardana, I. B. R. (2018). Influential Factors Towards Return on Assets and Profit Change. *International Journal of Social Sciences and Humanities*. https://doi.org/10.29332/ijssh.v2n1.100

Sugiono, G. D. D., & Anggraeny, Y. (2022). Influence of Ceo Over Confidence, Gender Diversity and Profitability on Corporate Tax Avoidance: Empirical Study on Manufacturing Companies Listed on the Indonesia Stock Exchange. *Journal of Applied Finance & Accounting*, *9*(2). https://doi.org/10.21512/jafa.v9i2.9178

Sun, L., Johnson, G., & Rahman, F. (2015). CFO Financial Expertise and Corporate Governance Concerns. *International Journal of Law and Management*, *57*(6), 573-581. https://doi.org/10.1108/ijlma-08-2014-0048

Surya, F. (2023). The Influence of Work Culture on the Effectiveness of Internal Audit: A Qualitative Study. *Golden Ratio of Auditing Research*, *3*(1), 01-10. https://doi.org/10.52970/grar.v3i1.372

Syahid, S., Iman, F., & Supardi, S. (2022). Teacher Performance, Organizational Culture, Compensation, and Spiritual Leadership: A Literature Study. *Ijgie (International Journal of Graduate of Islamic Education)*, *3*(1), 1-19. https://doi.org/10.37567/ijgie.v3i1.1052

Taboada, M., Brooke, J., Tofiloski, M., Voll, K., & Stede, M. (2011). Lexicon-Based Methods for Sentiment Analysis. *Computational Linguistics*, *37*(2), 267-307. https://doi.org/10.1162/coli_a_00049

Tambun, T. (2023). Value Driven Growth Mindset and Value Driven Fixed Mindset? *Asia Pacific Management and Business Application*, *12*(2), 137-142. https://doi.org/10.21776/ub.apmba.2023.012.02.1

Tan, B. S. (2019). In Search of the Link Between Organizational Culture and Performance. *Leadership & Organization Development Journal*, *40*(3), 356-368. https://doi.org/10.1108/lodj-06-2018-0238

Taouab, O., & Issor, Z. (2019). Firm Performance: Definition and Measurement Models. *European Scientific Journal Esj*, *15*(1). https://doi.org/10.19044/esj.2019.v15n1p93

Toscano, R., Price, G., & Scheepers, C. B. (2018). The Impact of CEO Arrogance on Top Management Team Attitudes. *European Business Review*, *30*(6), 630-644. https://doi.org/10.1108/ebr-12-2016-0156

Tuan, L. T. (2010). Organisational Culture, Leadership and Performance Measurement Integratedness. *International Journal of Management and Enterprise Development*, *9*(3), 251. https://doi.org/10.1504/ijmed.2010.037066

Uliyah, I., & Ariyanto, S. (2021). The Effect of Organizational Culture and Employee Competence on Organizational Citizenship Behavior (OCB) With Work Motivation as a Mediation Variable (Case Study in Pekalongan District Land Office). *European Journal of Business Management and Research*, *6*(5), 70-77. https://doi.org/10.24018/ejbmr.2021.6.5.1010

Urbanovičová, P., Čambál, M., & Babeľová, Z. G. (2019). The Impact of Corporate Culture on the Performance of Industrial Enterprises. *Acta Mechanica Slovaca*, *23*(1), 6-12. https://doi.org/10.21496/ams.2019.001

Valenti, M. A., Luce, R. A., & Mayfield, C. O. (2011). The Effects of Firm Performance on Corporate Governance. *Management Research Review*, *34*(3), 266-283. https://doi.org/10.1108/01409171111116295

Valldeneu, M., Tarrats, E., & Ferràs, X. (2021). Leadership styles and organizational outcomes: A study across international hubs. *Organization Development Journal*, *39*(1), 13-22.

Verawati, D. M., & Hartono, B. (2020). Effective Leadership: From the Perspective of Trait Theory and Behavior Theory. *Jurnal Riset Ekonomi Manajemen (Rekomen)*, *4*(1), 13-23. https://doi.org/10.31002/rn.v4i1.2147

Volná, J., Kohnová, L., Bohdalová, M., & Holienka, M. (2015). Innovative mindset and management styles: an intellectual capital approach. International Conference on Intellectual Capital and Knowledge Management and Organisational Learning,

Wallace, L. E., LaCosse, J., Murphy, M. C., Hernandez-Colmenares, A., Edwards, L. J., & Fujita, K. (2023). Effects of Matching Personal and Organizational Mindsets on Belonging and Organizational Interest. *Journal of Experimental Psychology General*, *152*(12), 3526-3545. https://doi.org/10.1037/xge0001465

Wang, G., Holmes, R. M., Oh, I. S., & Zhu, W. (2016). Do CEOs Matter to Firm Strategic Actions and Firm Performance? A Meta-Analytic Investigation Based on Upper Echelons Theory. *Personnel Psychology*, *69*(4), 775-862. https://doi.org/10.1111/peps.12140

Wang, L., Owens, B. P., Li, J. J., & Shi, L. (2018). Exploring the Affective Impact, Boundary Conditions, and Antecedents of Leader Humility. *Journal of Applied Psychology*, *103*(9), 1019-1038. https://doi.org/10.1037/apl0000314

Wang, P., & Ramzan, M. (2020). Do Corporate Governance Structure and Capital Structure Matter for the Performance of the Firms? An Empirical Testing With the Contemplation of Outliers. *Plos One*, *15*(2), e0229157. https://doi.org/10.1371/journal.pone.0229157

Wang, Q., & Yan, W. (2022). Your Behaviour Reflects Your Risk Attitude: The Influence of CEOs' Insurance Behaviours on Corporate Social Responsibility. *British Journal of Management*, *34*(3), 1584-1605. https://doi.org/10.1111/1467-8551.12649

Wefald, A. J., Katz, J. P., Downey, R. G., & Rust, K. G. (2010). Organizational slack, firm performance, and the role of industry. *Journal of Managerial Issues*, 70-87.

Wei, S.-Y., & Lin, L. H. (2021). The Relationship Between Extent of Internationalization and Firm Performance (Taiwan 1992–2017). *Mathematical Problems in Engineering*, *2021*, 1-20. https://doi.org/10.1155/2021/5528972

Widyawati, W., Sulmiah, S., & Nurlaela, N. (2021). Organizational Culture and Employee Performance: Assessing the Influence on the Implementation of Public Services During the Covid 19 Pandemic. *Jurnal Ilmu Administrasi Media Pengembangan Ilmu Dan Praktek Administrasi*, *18*(2), 176-187. https://doi.org/10.31113/jia.v18i2.754

Wiersema, M. F., Nishimura, Y., & Suzuki, K. (2018). Executive Succession: The Importance of Social Capital in CEO Appointments. *Strategic Management Journal*, *39*(5), 1473-1495. https://doi.org/10.1002/smj.2766

Wilson, T., Wiebe, J., & Hoffmann, P. (2009). Recognizing Contextual Polarity: An Exploration of Features for Phrase-Level Sentiment Analysis. *Computational Linguistics*, *35*(3), 399-433. https://doi.org/10.1162/coli.08-012-r1-06-90

Wintoki, M. B., Linck, J. S., & Netter, J. M. (2012). Endogeneity and the dynamics of internal corporate governance. *Journal of Financial Economics*, *105*(3), 581-606. https://doi.org/https://doi.org/10.1016/j.jfineco.2012.03.005

Wu, L. Z., Kwan, H. K., Yim, F. H.-k., Chiu, R. K., & He, X. (2014). CEO Ethical Leadership and Corporate Social Responsibility: A Moderated Mediation Model. *Journal of Business Ethics*, *130*(4), 819-831. https://doi.org/10.1007/s10551-014-2108-9

Xanthopoulou, P., & Alexandros, S. (2022). The Impact of Organizational Culture on Business Innovativeness. *European Conference on Innovation and Entrepreneurship*, *17*(1), 608-616. https://doi.org/10.34190/ecie.17.1.405

Xenikou, A. (2022). Leadership and Organizational Culture. https://doi.org/10.4337/9781788976268.00009

Xi, M., Zhao, S., & Xu, Q. (2016). The Influence of CEO Relationship-Focused Behaviors on Firm Performance: A Chain-Mediating Role of Employee Relations Climate and Employees' Attitudes. *Asia Pacific Journal of Management*, *34*(1), 173-192. https://doi.org/10.1007/s10490-016-9487-7

Xie, J., Nozawa, W., & Managi, S. (2020). The Role of Women on Boards in Corporate Environmental Strategy and Financial Performance: A Global Outlook. *Corporate Social Responsibility and Environmental Management*, *27*(5), 2044-2059. https://doi.org/10.1002/csr.1945

Yan, Z., King, R. B., & Haw, J. Y. (2021). Formative Assessment, Growth Mindset, and Achievement: Examining Their Relations in the East and the West. *Assessment in Education Principles Policy and Practice*, *28*(5-6), 676-702. https://doi.org/10.1080/0969594x.2021.1988510

Yildirim, C., & Efthyvoulou, G. (2018). Bank value and geographic diversification: regional vs global. *Journal of Financial Stability*, *36*, 225-245. https://doi.org/https://doi.org/10.1016/j.jfs.2018.04.003

Yıldız, E. (2014). A Study on the Relationship Between Organizational Culture and Organizational Performance and a Model Suggestion. *International Journal of Research in Business and Social Science (2147-4478)*, *3*(4), 52-67. https://doi.org/10.20525/ijrbs.v3i4.117

Yin, C. Y., Bi, N., & Yu, H. (2019). Do CEOs' Personal Donations Matter? The Impact of the CEO's Personal Donations on Consumers' Attitudes Toward His/Her Company in China. *Journal of Business Research*, *100*, 184-195. https://doi.org/10.1016/j.jbusres.2019.03.051

Younas, N., Uddin, S. M. N., Awan, T., & Khan, M. Y. (2021). Corporate Governance and Financial Distress: Asian Emerging Market Perspective. *Corporate Governance*, *21*(4), 702-715. https://doi.org/10.1108/cg-04-2020-0119

Yu, X., Zhang, Y., Cheng, X., Li, H., Chen, Y., & Zhou, W.-Z. (2022). Regional Culture: The Role of the Invisible Hand in Shaping Local Family Firms' Top Management Team. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.781744

Yuwono, W., & Aurelia, D. (2021). The Effect of Profitability, Leverage, Institutional Ownership, Managerial Ownership, and Dividend Policy on Firm Value. *Journal of Global Business and Management Review*, *3*(1), 15. https://doi.org/10.37253/jgbmr.v3i1.4992

Zaman, U., Nawaz, S., Javed, A., & Rasul, T. (2020). Having a whale of a time: Linking self-determination theory (SDT), job characteristics model (JCM) and motivation to the joy of gig work. *Cogent Business & Management*, *7*(1), 1807707. https://doi.org/10.1080/23311975.2020.1807707

Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The Competing Value Framework Model of Organizational Culture, Innovation and Performance. *Business Process Management Journal*, *27*(2), 658-683. https://doi.org/10.1108/bpmj-11-2019-0464

Zehir, C., Ertosun, Ö. G., Zehir, S., & Müceldili, B. (2011). The Effects of Leadership Styles and Organizational Culture Over Firm Performance: Multi-National Companies in İstanbul. *Procedia - Social and Behavioral Sciences*, *24*, 1460-1474. https://doi.org/10.1016/j.sbspro.2011.09.032

Zhu, X. (2023). Transformational Leadership, Organizational Fairness, Organizational Cultural Atmosphere: Basis for Organization Identity Model in Private Universities in China. *International Journal of Research Studies in Management*, *11*(5). https://doi.org/10.5861/ijrsm.2023.1057

Zraiq, M. A. A. (2018). The Impact of Ownership Structure on Firm Performance: Evidence From Jordan. *International Journal of Accounting Finance and Risk Management*, *3*(1), 1. https://doi.org/10.11648/j.ijafrm.20180301.12

Zulfikar, V. A., & Rahman, R. S. (2019). Effect of Delegative Leadership on Achievement Motivation and Continuous Commitment. *Kontigensi Jurnal Ilmiah Manajemen*, *7*(2), 44-53. https://doi.org/10.56457/jimk.v7i2.67

Appendices

Appendix I: Research Questionnaire Arabic

الجامعة العربية الامريكية **دكتوراه في فلسفة المحاسبة**

كلية الدارسات العليا **والتمويل**

استمارة استبيان

السادة ..... الافاضل

تحية وبعد

يقوم الباحث بإعداد رسالة دكتوراة موسومة بـ: **سيمفونية الربحية: تنسيق النجاح مع العوامل الداخلية للبنوك و الدور المعدل لحوكمة الشركات - رؤى من فلسطين**، وذلك استكمالاً لمتطلبات الحصول على درجه الدكتوراه في تخصص المحاسبة والتمويل من كلية الدراسات العليا بالجامعة العربية الأمريكية. وبحكم خبرتكم العميقة بموضوع الرسالة، يرجى تعاونكم في الإجابة على جميع فقرات الاستبانة، ويرجى وضع اشارة (×) في المكان المناسب لذلك أو وضع المقياس الذي ينطبق. مع العلم بان ما تدلون به من معلومات، يعامل بسرية تامة ولأغراض البحث العلمي.

مع خالص الشكر مسبقاً لتعاونكم

إرشادات عامة:

1. بشكل محدد، هذه الاستمارة تهدف لجمع بيانات لقياس أحد متغيرات الرسالة، وبشكل محدد من اجل اختبار أثر الثقافة التنظيمية وانماط القيادة على أداء الشركة. يرجى الإجابة عن أسئلة الاستبانة بدقة لما في ذلك من أثر في تقديم دليل قوي من الواقع الفلسطيني.
2. تتكون الاستمارة من 5 صفحات.
3. أو من خلال البريد الالكتروني **0568442272**في حال وجود أي استفسار لا تتردد بالتواصل مع الباحث على رقم جوال التالي**n_sleiby@yahoo.com.**
4. يرجى من حضرتكم الإجابة عن جميع الأسئلة مع العلم بان اجابتكم ستعامل بسرية تامة مع كامل مسئوليتي عن ذلك.
5. ترك جزء من الأسئلة فارغة يجعل الاستبانة غير قابلة للتحليل، لذلك أملي بكم كبير بمساعدتكم في إتمام رسالتي.

الباحث	لجنة الاشراف
ناجي الصليبي	أ.د. زهران دراغمة – الجامعة العربية الامريكية
	د. نصر عبد الكريم– الجامعة العربية الامريكية
	أ.د. فيرونكا باز – جامعة انديانا - امريكا

العام: 2025

القسم الأول (المعلومات الديموغرافية)، يرجى تحديد الخيار الذي ينطبق عليكم.

1 – الفئة العمرية

أ- اقل من 25 سنة. ب- من 25 الى 34.

جـ- من 35 الى 44. د- من 45 الى 54.

هـ- 55 فأكثر.

2– المستوى التعليمي

أ- ثانوية عامة فما دون. ب- بكالوريوس.

جـ- ماجستير. د- دكتوراه.

3 – عدد سنوات الخبرة المؤسسة

أ- اقل من سنة. ب- من 1 الى 3 سنوات.

جـ- من 4 الى 6 سنوات. د- من 7 الى 10 سنوات.

هـ- 10 سنوات فأكثر.

4 – الموقع الوظيفي

أ- مبتدئ. ب- متوسط.

جـ- مدير. د- تنقيدي.

5 – القسم الذي تعمل به

أ- الموارد البشرية. ب- المالية.

جـ- العمليات. د- التسويق.

هـ- تكنولوجيا المعلومات. و- أخرى ----------

القسم الثاني (نمط القيادة المعمول به في مؤسستكم)، يرجى تحديد نمط القيادة الذي يصف مديرك الحالي بوضع إشارة على الحرف الابجدي (دائرة) .

أ- القيادة الأوتوقراطية: يتخذ القرارات بنفسه عادةً، ثم يشرح أسباب اتخاذه لتلك القرارات.

ب- القيادة التشاركية: يستشير الموظفين عادة قبل اتخاذ القرار؛ وقد تؤثر آراؤهم في قراراته.

جـ- القيادة الداعمة: يجتمع بالمرؤوسين عند الحاجة لاتخاذ قرار مهم، يطرح المشكلة للنقاش ويأخذ برأي الأغلبية.

د- القيادة المتساهلة: يفوض المرؤوسين لاتخاذ القرار ويحمّلهم المسؤولية الكاملة عن نتائجه.

القسم الثالث (عقلية المدير والمؤسسة)، يرجى تقييم كل عبارة بناءً على تجربتك أو إدراكك في كل سنة من السنوات الخمسة المذكورة واستخدم المقياس من 1 إلى 5، حيث: 1 لا أوافق بشدة، 2 لا أوافق، 3 محايد، 4 أوافق، أوافق بشدة 5. يرجع وضع درجة واحدة لكل سنة.

عقلية المدير التنفيذي

العبارة	2020	2021	2022	2023	2024
لدى المدير التنفيذي فهم واضح وكامل لأهداف مديري.					
يستطيع المدير التنفيذي تحديد أهم ثلاثة أهداف لزملائي الرئيسيين بدقة.					
يأخذ المدير التنفيذي بعين الاعتبار كيف تساهم أنشطتي اليومية الأهداف الاستراتيجية للمؤسسة في تحقيق.					
يتواصل المدير التنفيذي بانتظام مع المرؤوسين للتأكد من أن جهودي مفيدة.					
قبل اتخاذ أي إجراء، يسعى المدير التنفيذي للحصول على آراء على قراراته المتأثرين.					
يشارك المدير التنفيذي المعلومات والموارد بسخاء مع الزملاء.					
يبلغ المدير التنفيذي مديري بشكل منتظم عن إخفاقاتي وخطط التحسين.					

					يهتم المدير التنفيذي بشأن رأي الناس في مكان العمل.
					يمنحني المدير التنفيذي التقدير والاعتراف الذي أستحقه.
					عند وجود معارضة، يأخذ المدير التنفيذي اقتراحات الآخرين بعناية.

عقلية المؤسسة

2024	2023	2022	2021	2020	العبارة
					يشعر الأفراد في المؤسسة أنهم مقدَّرون لأفكارهم ومساهماتهم.
					يتأكد الموظفون من أن جهودهم مفيدة لزملائهم.
					يفهم الموظفون أهداف بعضهم البعض بشكل جيد.
					يتم قضاء وقت وجهد كبيرين في التعامل مع المشكلات.
					يشعر الأفراد بالتمكين لاتخاذ القرارات.
					تتم محادثات عن الأداء الفعّال بشكل منتظم.
					يبادر الأفراد بالإبلاغ عن إخفاقاتهم وخططهم للتحسين.
					يشعر الأفراد بالأمان عند تقديم نقد بنّاء والتعبير عن آرائهم بصراحة.
					يشعر الأفراد بأن الإدارة تتفهم مخاوفهم وتستجيب لها.
					يعتقد الموظفون أن الاجتماعات مرهقة أكثر من كونها مفيدة.

القسم الرابع (الخصائص السائدة في الثقافة التنظيمية)، يرجى تقييم كل عبارة بناءً على تجربتك أو إدراكك في كل سنة من السنوات الخمسة المذكورة واستخدم المقياس من 1 إلى 5، حيث: 1 لا أوافق بشدة، 2 لا أوافق، 3 محايد، 4 أوافق، أوافق بشدة 5. يرجع وضع درجة واحدة لكل سنة.

الخصائص السائدة في الثقافة التنظيمية

2024	2023	2022	2021	2020	العبارة
					يشعر الموظفون وكأن المؤسسة عائلة ممتدة، حيث يشاركون الكثير من أنفسهم.
					المؤسسة ريادية للغاية، وتركز بقوة على الابتكار والمخاطرة.
					المؤسسة تركز على النتائج، والتنافسية، والإنجاز.

القيادة التنظيمية

2024	2023	2022	2021	2020	العبارة
					تُعد القيادة في المؤسسة مثالاً يُحتذى في التوجيه، التيسير، أو الرعاية.

					تُجسد القيادة ريادة الأعمال، والابتكار، أو تحمل المخاطر.
					تُظهر القيادة نهجاً حازماً وموجهاً نحو النتائج.
					تُجسد القيادة التنسيق والتنظيم والكفاءة في الأداء.

إدارة الموظفين

2024	2023	2022	2021	2020	العبارة
					يتميز أسلوب الإدارة بالتعاون، والتوافق، والمشاركة.
					يتميز أسلوب الإدارة بالمخاطرة الفردية، والابتكار، والحرية، والتفرّد.
					يتميز أسلوب الإدارة بالتنافسية العالية، والمطالب المرتفعة، والإنجاز.
					يتميز أسلوب الإدارة بالأمان الوظيفي، والامتثال، والتنبؤ، في العلاقات والاستقرار.

الروابط التنظيمية

2024	2023	2022	2021	2020	العبارة
					ما يربط المؤسسة هو الولاء والثقة المتبادلة، والالتزام بالمؤسسة مرتفع.
					ما يربط المؤسسة هو الالتزام بالابتكار والتطوير.
					هناك تركيز على الريادة والتميز.
					ما يربط المؤسسة هو التركيز على الإنجاز وتحقيق الأهداف.
					ما يربط المؤسسة هو القواعد والسياسات الرسمية، والحفاظ على بسلاسة أمر مهم سير العمل.

التركيز الاستراتيجي

2024	2023	2022	2021	2020	العبارة
					تركز المؤسسة على تطوير الأفراد. الثقة والانفتاح والمشاركة مستمرة.
					تركز المؤسسة على اكتساب الموارد وخوض تحديات جديدة. واستكشاف الفرص يتم تقدير التجريب.
					تركز المؤسسة على التنافسية والإنجاز. الأهداف الطموحة هي الأولوية والفوز في السوق.
					تركز المؤسسة على الاستمرارية والاستقرار. الكفاءة، العمليات هي الأهم والسيطرة، وسلاسة.

معايير النجاح

2024	2023	2022	2021	2020	العبارة

					يتم تعريف النجاح على أساس تنمية الموارد البشرية، والعمل والالتزام، والاهتمام بالأفراد الجماعي.
					يتم تعريف النجاح من خلال امتلاك المنتجات الأحدث أو الأكثر تميزاً. المؤسسة رائدة ومبتكرة في السوق.
					يتم تعريف النجاح من خلال التفوق على المنافسين وقيادة السوق.
					يتم تعريف النجاح على أساس الكفاءة. التسليم الموثوق، السلسة، والإنتاج منخفض التكلفة أمر بالغ والجداول الزمنية الأهمية.

Appendix II: Research Questionnaire English

Arab American University

Graduates Studies

PhD In Accounting and Finance

Questionnaire

Dear Esteemed …….

Greetings,

The researcher is currently preparing a doctoral dissertation titled: **"The profitability Symphony: Orchestrating Success With Banks Internal Factors and the Moderating Role of Corporate Governance - Insights from Palestine"**, as part of the requirements for obtaining a PhD in Accounting and Finance from the Graduate School of the Arab American University.

Given your extensive expertise on the topic, your cooperation in completing all sections of this questionnaire is kindly requested. Please place a (×) in the appropriate box or provide

the applicable scale rating. Kindly note that all information you provide will be treated with strict confidentiality and used solely for academic research purposes.

Thank you in advance for your valuable cooperation.

General Instructions:

1- This questionnaire is specifically designed to collect data for measuring one of the study's variables, specifically the impact of organizational culture, Mindset and leadership styles on company performance. Please answer the questions accurately, as your responses contribute to presenting strong evidence from the Palestinian context.
2- The questionnaire consists of 5 pages.
3- If you have any inquiries, please do not hesitate to contact the researcher via mobile at 0568442272 or by email at n_sleiby@yahoo.com.
4- Kindly answer all questions, knowing that your responses will be kept strictly confidential, and I take full responsibility .
5- Leaving parts of the questionnaire blank will render it unanalyzable. Therefore, I rely on your kind support in helping me complete this dissertation.

Researcher

Naji Alslaibi

Supervisory Committee

Prof. Zahran Daraghmeh – Arab American University

Dr. Nasser Abdel Karim – Arab American University

Prof. Veronica Paz – Indiana University, USA

Year 2025

Section One: Demographic Information

1 – **Age Group**

A Under 25 years D 45 to 54 years

B 25 to 34 years

C 35 to 44 years

E 55 years and above

2 – **Educational Level**

A High school or below

B Bachelor's degree

C Master's degree

D Doctorate (PhD)

3 – **Years of Experience in the Organisation**

A Less than 1 year

B 1 to 3 years

C 4 to 6 years

D 7 to 10 years

E More than 10 years

4- Job Position

A Entry-level

B Manager

C Mid-level

D Executive

5- Department

A Human Resources

B Finance

C Operations

D Marketing

E Information Technology

E Other_____ :

Section Two : Leadership Style Practiced in Your Organization

Please indicate the leadership style that best describes your current manager by marking the corresponding letter (circle) .

A **Autocratic:** Usually makes his or her own decisions, but later explains the reasons for making these decisions .

B **Participative:** Usually consults with subordinates before making decisions; their opinion may or may not influence his or her decisions.

C **Supportive:** Usually meets with subordinates when there is an important decision to be made. Puts the problem before them and invites discussion. Accepts the majority viewpoint as the decision.

D **Laissez Faire:** Usually asks his or her subordinates to make decisions and holds them fully accountable for the outcome of these decisions.

Section 3: 1. CEO Mindset

Please evaluate each statement based on your experience or perception for each of the five specified years. Use the scale from 1 to 5, where:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

You must assign a score for each year.

Sentence	**2020**	**2021**	**2022**	**2023**	**2024**
CEO has a clear and complete understanding of my manager's goals and objectives.					
CEO has accurately state the top three goals of my key coworkers.					
CEO has carefully consider how my daily activities contribute to the organization's strategic goals.					
CEO has regularly check in with my coworkers to ensure my efforts are helpful.					
Before taking action, CEO seek out the opinions of those who would be affected by his decisions.					
CEO generously share information and resources with coworkers.					
CEO has regularly report to my manager on my failures and plans to improve.					

CEO worry about what people at work think of me.					
CEO provide credit and recognition I deserve.					
When others disagree with CEO, He carefully consider their suggestions.					

Section 3: 2. Organization Mindset

Sentence	**2020**	**2021**	**2022**	**2023**	**2024**
Individuals in my organization feel as though they are fully recognized for their ideas and contributions.					
People in my organization check in with their coworkers to make sure their efforts are helpful to them.					
People in my organization have a good understanding of each other's goals and objectives.					
The people in my organization spend a lot of time and energy dealing with things that are going wrong.					
People in my organization feel empowered to make decisions.					
Helpful performance conversations happen regularly in my organization.					
People in my organization regularly take initiative to report on their failures and plans to improve.					
People in my organization feel safe giving constructive criticism and expressing their opinions openly.					

People in my organization feel as though management understands and responds helpfully to their concerns.					
People in my organization feel that too often meetings are burdensome rather than helpful.					

Section 4: 1. Organizational Culture/Dominant Characteristics

Please evaluate each statement based on your experience or perception for each of the five specified years. Use the scale from 1 to 5, where:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

You must assign a score for each year.

Dominant Characteristics

Sentence	**2020**	**2021**	**2022**	**2023**	**2024**
The organization feels like an extended family. People share a lot of themselves.					
The organization is highly entrepreneurial, with a strong emphasis on innovation and risk-taking.					
The organization is results-oriented, with a strong focus on competitiveness and achievement.					

Organizational Leadership

Sentence	**2020**	**2021**	**2022**	**2023**	**2024**
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
The leadership in the organization is generally considered to					

exemplify entrepreneurship, innovation, or risk taking.					
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					

Management of Employees

Sentence	2020	2021	2022	2023	2024
The management style in the organization is characterized by teamwork, consensus, and participation.					
The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.					
The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.					
The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					

Organizational Glue

Sentence	2020	2021	2022	2023	2024

The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
The glue that holds the organization together is commitment to innovation and development .					
There is an emphasis on being on the cutting edge.					
The glue that holds the organization together is an emphasis on achievement and goal accomplishment.					
The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					

Strategic Emphasis

Sentence	2020	2021	2022	2023	2024
The organization emphasizes human development. High trust, openness, and participation persist.					
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
The organization emphasizes competitive actions and achievement. Hitting stretch targets					

and winning in the marketplace are dominant.					
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					

Criteria of Success

Sentence	2020	2021	2022	2023	2024
The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.					
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical					

Thank you very much for your time and effort in completing the questionnaire.

Appendix III: Names of arbitrators for questionnaire

Name	**Academic Degree**	**Specialisation**	**Workplace**
Dr. Akram Rahal	Associate Professor	Accounting	Al-Quds University
Dr. Fadi Kattan	Associate Professor	Accounting	Bethlehem University
Dr. Usama Shahwan	Associate Professor	Public Administration	Bethlehem University
Dr. Raed Handal	Assistant Professor	Economics and Management of Technology	Bethlehem University
Dr. Nasser Abdelkarim	Assistant Professor	Accounting	Arab American University
Mr. Hassan	Master	Econometrics and Quality Assurance	Bethlehem University

سيمفونية الربحية: تنسيق النجاح مع العوامل الداخلية للبنوك و الدور المعدل لحوكمة الشركات – رؤى من فلسطين.

ناجي أنطون روك الصليبي

أ.د زهران ضراغمة

د. نصر عبد الكريم

أ.د فرونيكا باز

ملخص

تهدف هذه الدراسة إلى تحليل تأثير العوامل التنظيمية الداخلية – بما في ذلك الثقافة التنظيمية، وعقلية المدير التنفيذي، ومحتوى رسائل المدير التنفيذي، وأسلوب القيادة، وحوكمة الشركات – على ربحية البنوك الفلسطينية. كما تستكشف الدور التعديلي لحوكمة الشركات في تعزيز العلاقة بين هذه العوامل والأداء المالي.

تم اعتماد منهجية مختلطة تجمع بين بيانات استبيانية من موظفي القطاع المصرفي وبيانات مالية ثانوية من تقارير البنوك الفلسطينية خلال الفترة 2020–2024. تم استخدام نمذجة المعادلات الهيكلية والانحدار اللوحي لاختبار خمس فرضيات رئيسية. كما تم إجراء تحليل معنوي لمحتوى رسائل المدير التنفيذي، واستخدام مؤشرات الحوكمة كمتغيرات تعديلية.

أظهرت النتائج أن الثقافة التنظيمية، وعقلية المدير التنفيذي، ورسائل المدير التنفيذي، وأسلوب القيادة،

لها تأثيرات إيجابية ومهمة على الربحية، المقاسة من خلال العائد على الأصول (ROA) ونسبة Tobin's Q. كما أثبتت الدراسة أن الحوكمة تلعب دوراً تعديلياً مهماً في العلاقة بين العوامل الداخلية والربحية، مما يعزز أهمية وجود أطر حوكمة فعالة في تحقيق الأداء المستدام.

توسّع هذه الدراسة من تطبيق نظريات القمم العليا، النظرية السلوكية للشركة، نظرية الوكالة، ونظرية الإشارة ضمن سياق الأسواق الناشئة، من خلال دمج المتغيرات النفسية والسلوكية والتنظيمية ضمن نموذج موحد للربحية.

يمكن لمديري البنوك وصناع السياسات تعزيز الربحية من خلال تعزيز ثقافة تنظيمية قوية، وتشجيع القيادة ذات الرؤية، وتطبيق أفضل ممارسات الحوكمة. كما توضح الدراسة أهمية الرسائل التي يوجهها المدير التنفيذي في التنبؤ بثقة المستثمرين.

تقتصر الدراسة على البنوك الفلسطينية مما قد يحد من تعميم النتائج. يمكن للدراسات المستقبلية توسيع النموذج ليشمل قطاعات أو مناطق أخرى، أو استكشاف الأبعاد الثقافية للقيادة، أو استخدام أدوات الذكاء الاصطناعي لتحليل الحوكمة والمحتوى.

الكلمات المفتاحية :الثقافة التنظيمية، عقلية المدير التنفيذي، رسائل المدير التنفيذي، أسلوب القيادة، حوكمة الشركات.