Board Heterogeneity and the Financial Reporting Quality of Listed Deposit Money Banks in Nigeria

Peters, George Tamunotonye
Department of Accountancy, Faculty of Management Sciences,
Rivers State University, Port Harcourt, Nigeria.
peters.george@ust.edu.ng

John Danebari Zukbee
Department of Accountancy, Faculty of Management Sciences,
Rivers State University, Port Harcourt, Nigeria.
john.zukbee@ust.edu.ng

DOI: 10.56201/jafm.v9.no1.2023.pg45.57

ABSTRACT

The study evaluates the effect of board heterogeneity on financial reporting quality drawing samples from listed deposit money banks on the floor of the Nigerian Exchange Group during a 5-year period; 2017-2021. The study employed the independent variables of board independence (BIND), board size (BCOM), and board gender diversity (BGD) as the board characteristics of the listed deposit money banks. The dependent variable of financial reporting quality was measured in terms of Jones Discretionary Accrual (FRQ). Furthermore, the study controls the model's goodness of fit by employing the variable of cashflow to asset ratio (CFOA). The pool OLS regression was used to test the hypotheses of the study. Findings reveals that the effect of board independence on financial reporting quality is negative and statistically insignificant; The effect of board composition on financial reporting quality is negative and statistically significant; and the effect of board gender diversity on financial reporting quality is negative and statistically insignificant during the period under review. From the findings of this study, the researchers concludes that only board composition has significant effects on the financial reporting quality of listed deposit money banks in Nigeria. However, an insignificant effect is documented for the variable of board gender diversity and board independence. From the findings of this study, the researchers carefully recommends that the number of directors on the board should be of a reasonable size. Also, to guarantee quality financial reports, large boards should be discouraged in Nigerian listed deposit money banks. This will foster faster communication, coordination, and ultimately timely publishing of financial reports

Key words: *Board Independence, Board Size, Board Gender Diversity, Discretionary Accrual*

1.0 Introduction

Deposit money banks in Nigeria have been contributing a great deal to the Nigeria economy for intermediate and supply of assets and resources for long. Indeed, it is viewed as the foundation and backbone of the economy on the grounds that numerous organizations including private and public institutions somewhat depend on financial institutions to back their exercises in the area of finances (Agbaje, Oladutire & Olutola (2020). Therefore, the rate of competition among the deposit money banks in Nigeria while striving to achieve their objectives, commonly maximization of profit, has become a major concern for the various banks which have resulted to the banks strategizing and making new policies in order to circumvent the competition and to present a financial reporting quality. Customers are becoming more demanding, necessitating increased focus on managerial professionalism and quality of service delivery (Bathula, 2008; Aribaba, Ahmodu, Oladele, Yusuff & Olaleye, 2019)). Therefore, as deposit money banks in Nigeria are trying to satisfy the needs and demands of their customers and also improve the services rendered by them by adopting the use of technological facilities such as Cash deposit machine, Biometric Automated Teller Machine (ATM) and so on in order to get rid of competition. Also, the demands and needs of customers increase rapidly due to the technological changes in the world at large.

The growing nature of financial reporting qualities in recent years in some countries of the world such as Spain, United States, United Kingdom, South Africa has led to increased use of standards and guidelines such as Account Ability, Global Reporting Initiative, United Nations Global Compact, Carbon Disclosure Project, by companies and in financial institutions sector, there are financial reporting guidelines such as Global Reporting Initiative financial reporting guidelines and financial services sector supplement (Nwobu, 2017). Global Reporting Initiative (GRI) is an international independent standards organisation that helps businesses, governments and other organisations understand and communicate their impacts on issues such as climate change, human rights and corruption. As a result of pressure from several stakeholder groups (such as governments, consumers and investors) on companies and other organisations including the banking sector to enhance the transparency of their environmental, social and economic impacts, the companies and organisations publish financial report (Aribaba, Adedokun, Oladele, Babatunde, Ahmodu, & Olasehinde, 2020). Therefore, financial report can be defined in the website of Global Reporting Initiative as ‘a report published by a company or organisation about the economic, environmental and social impacts caused by its everyday activities’. Any issue that affects business stakeholders including employees, community, government, shareholders, finance providers, amongst others is what financial reporting is concerned with (Nwobu, 2017).

Transparency of information and conformity to the basic reporting standards of deposit money banks in Nigeria which include the materiality, meaning, completeness, accuracy, authenticity and stakeholder engagement of deposit money banks reports which shows the quality of the financial report affect the decision making of not only the board of directors but also the customers, potential customers, government and employees of such bank (Gololo, 2018; Aribaba, Oladimeji, Ahmodu, Yusuff & Olaleye, 2019; Buallay, 2020). The operation of the banking sector of Nigeria is aimed to improve the nation’s economic growth and development through its lending and investment activities. Board of directors is a group of people appointed by the shareholders concern with the overall governance, strategic direction and accountability in order to achieve the set goals and objectives of the organisation. As noted by Mohamed, Junaid, Poh-Ling Ho and Anbalagan (2012), board size and dual leadership are positively associated with financial reporting and boards with female directors are negatively associated with financial reporting, and also found that financial reporting is likely to be influenced by firm size and firm growth. The study shows the relationships that exist among board size, dual leadership, gender diversity and financial reporting; confirming that firm growth and size can influence the financial report of the firm.

Since banks pass information about their economic, social and environmental aspects through financial reporting and due to the rapid increase of public interest in financial reporting, Nigerian deposit money banks are obliged to release their financial report. Nigeria banking sector in the previous years is facing different challenges. Banks are left behind in technological innovation aspect of banking transactions, movement of high volume of deposit or capital flight to foreign banks by the political class which reduce banks opportunity to expand their market base and the prevalent of fraud in the sector also hinders the banks progress, these challenges affects the sector to compete equally with banking sector in the developed nations. In the attempt of providing solution to these problems, the attributes of the board of directors making strategic decision concerning all activities of the bank need to be examined. Therefore, the study intends to examine the effect of board heterogeneity on the quality of financial reporting in the banking sector of Nigeria so as to assist the banks in providing important information to board of directors and the shareholders. The study enhances knowledge about the importance of financial reporting as its influence the decision of the bank's stakeholder. The study fills the gap in literature by examining the effect of board characteristics in term of board independence, board composition and board gender diversity on financial reporting quality of listed deposit money banks in Nigeria. As a result, the study is required to add to the improvement of banking sector of Nigeria.

2.0 Conceptual Literature and Hypotheses Development

Financial Reporting Quality

Financial reporting alludes to the act of companies and different associations estimating and freely reporting on their financial, social and environment presentation. It is one of the critical ways by which organizations illustrate, and are being decided or judged on, their obligation to corporate duty. Adamczyk (2017) posited that quality is connected with corporate sustainable development. He also noted that the quality category is most often identified with characteristics of products and services by which products can meet customer expectations. Quality applies to the entire enterprise board management, including preparing, reporting and presenting results to a more extensive stakeholder. Financial reports should consist of both qualitative and quantitative data to the degree which uncovers how the organization has improved its own economic, environmental and social adequacy and productivity in the reporting time frame and how the organization has incorporated these areas into its financial management system. The GRI (Global Reporting Initiatives) Guidelines are the most widely recognized unified standard for sustainable development reporting principles globally which are utilized for corporate sustainable development reporting.

Board Heterogeneity

One of the critical constituents of corporate governance is the part of board of directors leading an administration and taking charge of management. Oversight work central on the board of directors is to checkmate the abundances of the managers since managers have their own tendency and may not generally act to the greatest advantage of the shareholders. Governance of financial institutions should therefore aim at protecting the interests of all stakeholders, which include shareholders, depositors, creditors, regulators and the public (Chris, 2011). Board of directors in any organisation plays a crucial role in the growth and development of such organisation. Therefore, the composition, styles, processes, committee structure, independence, the frequency of meetings, size, structure, diversity, gender diversity, the relationship of the board of directors, board meeting, audit committee size, audit committee composition, audit committee meeting and the host of others makes up their characteristics as there are certain standards as respects each as revered in the Corporate Governance code of Security and Exchange Commission (SEC) and Central Bank of Nigeria (CBN). The study focused on the heterogeneity of the board of directors in the Nigeria banking sector in form of independence, composition and gender diversity.

Board Independence and Financial Reporting Quality

Board independence refers to a corporate board with majority of outside directors (Akpan & Amran, 2014). Independent non-executive is any director who is not a representative or member of the immediate family of a shareholder and who has no business relationship with the company for the past three years or more and who has the ability to control or significantly influence the board or management of the company (Abu, Okpeh & Okpe, 2016). In other words, board independence is the state in which all or a dominant part of the individuals from a board of directors don't have a relationship with the organization besides as directors; members of the board are expected to be free from conflicts of interest. For instance, they may not be family members of the organization's founders, key participants or significant workers. Board independence play vital role in controlling and supervising the general activities of a manager in a corporation. (Nuraddeen & Hasnah, 2016). On the off chance that the board of directors needs independence and adequacy for executing their observing capacity, there exist openings for managers to utilize administrative advantage to execute monetary misrepresentation say fraud. According to Olawale, Adamu and Patience (2019), the role of independence non-executive directors was as a monitoring mechanism for the performance and activities of executive directors and management. According to Ajibade and Richard (2019) posited that the key problem with board independence is to appoint executives who are conversant with the company's model as well as market, but who are not connected to the executives through business relationships and personal and collegiate ties. Practically, this might be an intense assignment to achieve, as numerous organizations in a similar market are associated with one another given their financial, supplier and customer relations. Hence, we state our first hypotheses as:

$H0_1$: Board Independence has no significant effect on the financial Reporting Quality of Listed Deposit Money Banks in Nigeria

Board Size and Financial Reporting Quality

According to Okoro (2018), board composition is commonly known as governance mechanism that is based on a higher point of corporate responsibility that a firm demonstrates in relation to liability, transparency, and moral values. Board composition (usually measured as the proportion of non-executive directors on a board) indirectly reflects the independence of board and monitoring role of non-executive directors (Adebiyi, 2017). Board composition shows a blend or mix of the complexities in the director abilities, variety, independence, and tenure. Individual characters and the interrelationship with one another and with the management are likewise basic segments of the composition of the board of directors; the way in which the board of directors are arranged. A study by Ahmadu, Tukur & Aminu (2008) noted that a board comprising a reasonable proportion of inside and outside directors is more likely to be independent of management than one dominated by inside directors, and therefore more likely to protect the interests of other stakeholders. Hence, we state our second hypotheses as:

$H0_2$: Board Size has no significant effect on the financial Reporting Quality of Listed Deposit Money Banks in Nigeria

Board Gender Diversity and Financial Reporting Quality

There are differences in ethical behaviour between women and men, and female directors have different values and are more stakeholder oriented than male directors (Al-Shaer & Zaman, 2016). Suleiman, Modar and Fida (2018) noted that when board members include more gender diversity, a firm may increase its chances of effectiveness due to better understanding their stakeholders' needs, leading to better risk management and general business practice. Diversity in a board can determine the degree of innovation brought into an organization on one hand because of (creativity, different point of view, background and industrial experience) heterogeneous arrangement. Gender diversity in banks is usually measured with the proportion of female members of board in relation to the total number of board members. Hence, we state our final hypotheses as:

$H0_3$: Board gender diversity has no significant effect on the financial Reporting Quality of Listed Deposit Money Banks in Nigeria

Theoretical Exposition

This study is based on the stakeholder’s theory. Wheeler et al, (2002); Ahmodu, Areo and Adeniyi (2017) argued that stakeholder theory derives from a combination of the sociological and organizational disciplines. Indeed, stakeholder theory is less of a formal unified theory and more of a broad research tradition, incorporating philosophy, ethics, political, economics, law and organizational theory. This theory proposes corporate accountability to a broad range of stakeholders. It is based on companies being so large, and their impact on society being so significant, that they cannot just be responsible to their shareholders. There is a moral case for a business knowing how its decisions affect people both inside and outside the organization. Stakeholders should also be seen not as just existing, but as making legitimate demands on an organization. The relationship should be seen as a two-way relationship. What stakeholder wants from an organization will vary. Some will actively seek to influence what the organization does and others may be concerned with limiting the effects of the organization's activities on themselves. Relations with stakeholders can also vary, possible relationship can include conflicts, support, regular dialogue, or joint enterprise.

Empirical Review

Said, Nahar and Senik (2018) examined the effect of board characteristics (board size, size of independent non-executive directors and composition of female directors) on Corporate Social Responsibility practices. The results of their study indicate that female directors are unique governance determinant of enhanced CSR disclosure, systematically adding credence to the gender-based argument of having more female board representation. However, the study also noted that the other board characteristics (elements of board size and independent non-executive directors) were found to have no significant association with the firms' Corporate Social Responsibility disclosure.

Haris, Yao, Tariq, Javaid and Ain (2019) investigates the impact of corporate governance characteristics and political connections of directors on the profitability of banks in Pakistan based on his studies, decided that a positive impact of board composition, board independence, and director compensation on bank profitability, while also finding a negative impact of frequent board meetings, presence of foreign directors, and audit committee independence.

Empirical results of Bae, Masud & Kim (2018) found out that total financial disclosure has a positive and significant relationship with foreign shareholding, institutional shareholding, board independence, and board size. On the other hand, the authors documented that director shareholding is negatively but significantly associated with total financial disclosure.

Buallay (2020) examines the relationship between financial reporting and bank's performance in developed and developing countries. Buallay (2020) findings deduced from the empirical results on one hand demonstrated that ESG (Environment, Social and Governance) positively affect the bank's market performance in developed countries which supporting the value creation theory. Furthermore, the ESG (Environment, Social and Governance) negatively affect the bank's financial performance which explains the cost capital reduction theory. Also on the other hand, the findings of developing countries showed that ESG (Environment, Social and Governance) positively affect the bank's financial performance in developing countries. However, it has insignificant effect on the market performance.

Oyewo, iredele and Azuh (2018) examined employee involvement in organisational affairs as an important facet of social financial in the Nigerian banking sector and found that that employee involvement correlates positively and significantly with organisational performance; and banks differ in performance on the account of the level of employee involvement; firms with deeper level of employee involvement performed better than others with shallow level of employee involvement, thus stressing the relevance of employee involvement as an aspect of social financial business practices.

Ammer, Aliedan and Alyahya (2020) examined the association between environmental financial disclosures and firm value, in addition to the moderating impact of independent board directors on this association. The study reported that reporting environmental financial practices has a positive and significant impact on firm value, suggesting that enhanced responsibility and transparency in addition to improved stakeholder trust are important in promoting firm value. Furthermore, the study found out that the influence of the reported environmental financial practices on firm value is strongly and positively moderated by the presence of independent directors on firms' boards, signifying that stakeholders relate environmental reporting by firms to more independent directors providing better accountability to environmental practices.

3.0 Methodology

The research design embraces the *ex post facto* research design for the examination of this study. This method guarantees careful data collection ensuring that the study carryout a proper analysis of the information gathered from the sample of the population and portray situation as it exist. The population of this study consists of 22 deposit money banks in Nigeria as listed by the Central Bank of Nigeria (CBN). The sample size that was employed for this study is 5 deposit money banks out of the 22 deposit money banks in Nigeria. The sample technique used was purposive sampling techniques. This samples was purposively selected based on the availability of information and the structural base of the selected deposit money banks in Nigeria covering five years' period from 2016-2021. This research adapt Aribaba, Adedokun, Oladele, Babatunde, Ahmodu, and Olasehinde (2020) which was re-modified to suit the variables.

$$FRQ = \alpha o + \beta 1BINDi_{it} + \beta 2BCOMi_{it} + \beta 3BGDi_{it} + \beta 4CFOAi_{it} + \Sigma i_{it}$$

Where: αo =Intercept/ Constant term

FRQ	=	Financial Reporting Quality (as a proxy to Return on equity)
BIND	=	Board Independence
BCOM	=	Board Composition
BGD	=	Board Gender Diversity
CFOA	=	Cashflow
Σ	=	Error term
i	=	Bank
t	=	Period

4.0 Results and Discussion

The study evaluates the effect of board characteristics on financial reporting quality drawing samples from listed deposit money banks on the floor of the Nigerian Exchange Group during a 5-year period; 2017-2021. The study employed the independent variables of board independence (BIND), board size (BCOM), and board gender diversity (BGD) as the board characteristics of the listed deposit money banks. The dependent variable of financial reporting quality was measured in terms of Jones Discretionary Accrual (FRQ). Furthermore, the study controls the model's goodness of fit by employing the variable of cashflow to asset ratio (CFOA). The researcher conducted descriptive statistics, correlation matrix, as well as normality of residua. Specifically, some least square regression post estimation test which include test for multicollinearity and test for possible heteroskedasticity were equally conducted. The results are analysed as follows: Table 4.2 below shows the mean (average), median maximum, minimum, standard deviation and sum for each of the variables. The descriptive statistics provided in the table below provides some insight into the nature of the selected Nigerian listed deposit money banks that have been employed in this study.

Table 1: Summary of Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
frq	25	-.0804	.0753038	-.28	.05
bind	25	62.858	16.55608	47.62	93.75
bcom	25	14.36	3.54589	6	21
bgd	25	21.9896	11.21217	7.14	50
cfoa	25	.0624	.0563678	-.05	.2

STATA 16 Output
Authors Computation (2023)

The table above shows a summary of the descriptive statistics of the study. From the table it is observed that the mean of financial reporting quality as proxied by Jones Discretionary Accrual (FRQ) is -0.08 with a standard deviation of 0.08. In the case of the independent variables, the tables shows that the mean of board independence (BIND) was 62.86 with a standard deviation of 16.56. This implies that on the average, the ratio of non-executive directors to total directors for the listed deposit money banks was 62.86% during the period under study. The table also shows that the mean of board size (BCOM) was 14.36 with a standard deviation of 3.55. This indicates that on the average, the board of directors of the listed deposit money banks under study consisted of 14 directors during the period under study. For the variable of board gender diversity (BGD), the table shows that the mean of board gender diversity was 21.99 with a standard deviation of 11.21. In the case of the control variable, the table shows that the mean of cashflow to asset (CFOA) was 0.06 with a standard deviation of 0.06.

Regression Analysis

We first do a Panel Ordinary Least Square regression analysis before checking for any regression mistakes. The results obtained from the panel least square regression is as shown in the table below.

Table 2 Pool Least Square Regression Estimation Result

frq	Coef.	Std. Err.	t	P>|t|	[95% Conf.	Interval]
bind	-.0006277	.0003275	-1.92	0.070	-.0013109	.0000556
bcom	-.0058546	.0015334	-3.82	0.001	-.0090532	-.0026559
bgd	-.0001195	.0004421	-0.27	0.790	-.0010417	.0008026
cfoa	-1.193253	.0895823	-13.32	0.000	-1.380118	-1.006387
_cons	.120212	.0392934	3.06	0.006	.0382475	.2021766

No of Obs. = 25; Prob.> F-Stat. = 0.0000; R^2 = 0.9313; VIF: 1.40; Hettest: 2.01 {0.1558}
Authors Computation 2023

In this study like in most other related studies, we employ the variance inflation factor (VIF) technique to diagnose the presence or absence of multicollinearity in the model. Variance inflation factors (VIF) measures how much the variance of the estimated regression coefficients is inflated as compared to when the predictor variables are not linearly related. A cut-off value of 10 is given for regarding a VIF as high. Specifically, we follow Gujarati (2004) which allows VIF to be less than 10. However, our result showed that VIF (1.40) is within the threshold of 10. The result obtained from the regression reveals a probability value of (P-value: 0.1558) obtained from the Breusch-Pagan test. This result indicate that the assumption of homoscedasticity has not been violated due to very high P-values which is statistically insignificant neither at 1% nor 5% significant level. Hence, this study relied on the estimates of the pool OLS regression for interpretation and policy recommendation.

Discussion of Findings

Accounting standards are important regulatory devices of accounting. They serve as a template contract parties who participate in a firm such as management, creditors and shareholders (Sunder, 2002). Financial reporting standards provide guidance on how accounting information should be recorded, reported and interpreted. Levitt (1996), in identifying what high quality accounting standard delivers, stated that educated investors need relevant useful information to make their investment decisions. Differences in quality of accounting standards, specifically, play a role in differences in value relevance of accounting numbers (Graham and King; 2002; Babalyan, 2001; Bartov, Goldberg, and Kim, 2002). Accounting standards determine how the accounting earnings information should be calculated and reported.

We document an insignificant negative effect of board independence on the financial reporting quality of listed deposit money banks in Nigeria. Research, in general, supports the notion that non-executive directors play a vital role in both monitoring management and providing relevant complementary knowledge (Booth et al., 2002). This study contradicts prior studies that documented a negative relationship between the presence of outside directors and financial reporting quality (Abed et al., 2012; Al-Momani and Obeidat, 2013; Alves, 2011; Bedard et al., 2004; Benkel et al., 2006; Benkraiem, 2011). The study also negates the position of Dimitropoulos and Asteriou (2010) who exposed that the informativeness of annual accounting earnings have a clear positive nexus regarding the fraction of outside directors. We also negates prior studies who did not found any significant correlation between board independence and EM (Bradbury et al., 2006; Park and Shin, 2004).

In this study, we document that board compsoition has a negative significant effect on the financial reporting quality of listed deposit money banks in Nigeria. This implies that an increase in the board by 1 member will decrease the financial reporting quality of the banks in our sample. We opined that large boards may not provide the diversity that would help banks to secure critical resources and reduce environmental uncertainties (Goodstein et al., 1994); and therefore, impinge on quality of financial reporting (Dehaene, DeVuyst and Ooghe, 2001), propensity and desire to present financial reports and quicker resolution and improvement of agency problems (Fama and Jensen,1983). We negate the studies of Monks and Minnow (1995)who in a related study proved that larger boards have the capability to commit more time and effort in managing the company's activities, while smaller boards commit less effort and time in overseeing the activities of the management.

We document a negative insignificant effect of board gender diversity on the financial reporting quality oof listed deposit money banks used in the sample. We follow the position of Ye, Zhang and Rezaee (2010) who did not find any significant relationship between top executive's gender diversity and earnings quality in a Chinese setting. Along the same line, Sun, Liu and Lau (2011) do not find any significant association between presence of female directors on the audit committees of U.S. firms and earnings management, measured by abnormal accruals. In contrast, Srinidhi et al., (2011) find that presence of female directors on a board is associated with higher earnings quality in a U.S. setting. In addition, Gul et al., (2011) find that gender diverse boards are associated with higher stock price informativeness.

5.0 Conclusion and Recommendation

This study examined the effect of board heterogeneity on the financial reporting quality of listed deposit money banks in Nigeria. From the findings of this study, the researcher concludes that only board size has significant effects on the financial reporting quality of listed deposit money banks in Nigeria. However, an insignificant effect is documented for the variable of board gender diversity and board independence. From the findings of this study, the researcher carefully recommends that the number of directors on the board should be of a reasonable size. Also, to guarantee quality financial reports, large boards should be discouraged in Nigerian listed deposit money banks. This will foster faster communication, coordination, and ultimately timely publishing of financial reports. Just like most previous related studies, this research will not be complete without providing few suggestions for other scholars who may wish to do similar research work. Consequently, the researcher suggests that; similar studies should be carried out by incorporating non-finance sector. Furthermore, other board variables may also be considered of which the researcher believes that such inclusions will provide a broader scope hence providing a wide representation for possible policy recommendations.

REFERENCES

Adamczyk, J. (2017) The quality in corporate financial reporting. *Izvestiya Journal of Varna University of Economics*. 61 (1). 63 - 76.

Ahmadu U. S., Tukur, G & Aminu, S. M. (2008). Board independence and firm financial performance: Evidence from Nigeria. *A Paper Presented to the Centre for the Study of African Economics, St. Catherine's College University of Oxford, Oxford, 16 – 18 March 2008*

Ajibade, A. & Richard, A. O. (2019). Board independence and financial performance of deposit money banks in Nigeria and Canada. *Asian Journal of Economics, Business and Accounting, 11*(3) 1 - 9

Al-Shaer, H. & Zaman, M. (2016). Board gender diversity and The quality of sustainability report. *Journal of Contemporary Accounting and Economics, 12*(3). DOI: 10.1016/j.jcae.2016.09.001

Al-Shaer, H., & Zaman, M. (2018). The credibility of financial reports: The contribution of audit committees. *Business Strategy and the Environment*. *27*(1) DOI: 10.1002/bse.2046

Ammer, M. A., Aliedan, M. M. & Alyahya, M. A. (2020) Do corporate environmental sustainability practices influence firm value? The role of independent directors: Evidence from Saudi Arabia. *Sustainability 12*(22) 1 - 21

Aribaba, F. O., Adedokun, J. O., Oladele, R., Babatunde, A. D., Ahmodu, O. A. & Olasehinde, S. A.(2020) Financial Inclusion Scheme and Poverty Alleviation in Nigeria (2004 – 2019). *Acta Universitatis Danubius Economics,* Romania. *16*(4), 220 – 233.

Aribaba, F. O., Ahmodu, O. A., Oladele, R., Yusuff, S. A. & Olaleye, B. R. (2019) The Role of Deposit Money Banks' Loan Facilities in Financing Small and Medium-Scale Businesses in Nigeria. *Academic Journal of Interdisciplinary Studies.* The Sapienza University of Rome. Italy 8(2), 277 – 284.

Aribaba, F. O., Oladimeji, M. S., Ahmodu, O. A., Yusuff, S. A., & Olaleye, B. R.(2019) Fraud Occurrence and Financial Performance of Listed Deposit Money Banks in Nigeria. POLAC *International Journal of Contemporary Accounting and Security Studies* (PIJOCASS). Kaduna State 4(1), 37 – 52. ISSN: 2636 – 7076

Bathula, H. (2008). Board characteristics and firm performance: Evidence from New Zealand. Unpublished PhD Thesis, Auckland University of Technology, Auckland

Buallay, A. M. (2020). Financial reporting and bank's performance: comparison between developed and developing countries. *World Review of Entrepreneurship, Management and Sustainable Development*, 16(2), 187.

Central Bank of Nigeria, (2022). Annual report and statement of account, CBN, Abuja.

Gololo, I. A. (2018). Challenges of the Nigerian Banking Sector and the Way Forward. *American Finance and Banking Review*, *3*(1), 26-34. https://doi.org/10.46281/amfbr.v3i1.216

Haris, M., Yao, H., Tariq, G., Javaid, H., & UIAin, Q. (2019). Corporate governance, political connections, and bank performance. *International Journal of Financial Studies, 7*(4), 62.

Laeven, L. (2013). Corporate Governance: What's Special about Banks? *Annual Review of Financial Economics. 5*: 63 - 92

Macey, J. R. & O'hara, M. (2003) The corporate governance of banks. *Economic Policy Review, 9*(1); 1 – 17

Miko, N. U. & Kamardin, H. (2016) Corporate governance mechanism, sensitivity factors and earnings management in Nigerian oil and gas industry. *Journal of Corporate Ownership and Control*, *13*(2), 39 – 48

Nwobu, O. A. (2017) Determinants of corporate sustainability reporting in selected companies in Nigeria. Unpublished PhD thesis in the Department of Accounting, Covenant University, Otta. 1 – 207.

Oyewo, B. M, Iredele, O. & Azuh, A. (2018). Social sustainability business practices and organisational performance in Nigerian banks. *Journal of Human Resource Management, 21(1), 43 - 57*

Maroun, W. & Prinsloo, A. (2020). An exploratory study on the components and quality of combined assurance in an integrated sustainability reporting setting. *Sustainability Accounting, Management and Policy Journal*, DOI: 10.1108/SAMPJ-05-2019-0205

Said, R. M., Shen, L. T., Nahar, H. S., & Senik, R. (2018). Board compositions and social reporting: evidence from Malaysia. *International Journal of Managerial and Financial Accounting, 10(2), 128.*

Suleiman J Mohammad, Modar Abdullatif and Fida Zakzouk (2018). The Effect of Gender Diversity on the Financial Performance of Jordanian Banks. *Academy of Accounting and Financial Studies Journal, 22(2) 1 - 11*

Abu, S. O., Okpeh, A. J. & Okpe, U, J. (2016). Board characteristics and financial performance of deposit money banks in Nigeria

Chris Ogbechie, (2011). Corporate Governance Practices in the Nigerian Banking Industry

Akpan, E. O. & Amran, N. A. (2014). Board characteristics and company performance: Evidence from Nigeria.

Njoroge, J. W. (2014). Board Gender Diversity and Financial performance of Commercial banks in Kenya

Mohamed, M. S., Junaid, M. S., Poh-Ling, H. & Anbalagan, K. (2012). The influence of board characteristics on financial reporting :Empirical evidence from Sri Lankan firms.

Nuradddeen, U. M. & Hasnah, K. (2016). Can Governance Independence Determine Bank Efficiency? Evidence from Nigeria Banking Industry.

Okoro, B. C. (2018). Effect of Board Composition on Financial Performance of Selected Deposit Money Banks In Nigeria

Olawale, N. S., Adamu, S. & Patience, K. (2019). Effect of Board Independence and Risk Management on Financial Performance of Listed Deposit Money Banks in Nigeria

Bae, S. M. Masud, M. A. & Kim, J. D. (2018) A Cross-Country Investigation of Corporate Governance and Corporate Financial Disclosure: A Signaling Theory Perspective

Adebiyi, W. K. (2017). Board Composition and Financial Reporting Quality of Deposit Money Banks in Nigeria

Agbaje, W., Oladutire, O. E. & Olutola, A. O. (2020). Anthropogenic Reporting and the Quality of Firms' Disclosure: A study of Nigeria Banking Sector

Freeman, R. E. (1984) "Strategic Management: A Stakeholder Approach". Pitman, London

Ahmodu, O. L, Areo, A. B & Adeniyi, A. B (2017) Corporate Governance Failure: Lesson from on-going financial crisis in Nigeria (2015 – 2017). *Journal of Social Science and Educational Studies.* ISSN 2449-0806.