

CEO'S ATTRIBUTES AND FIRM PERFORMANCE: A REVIEW STUDY

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ABSTRACT

This research offers an extensive review of the literature on CEO attributes and firm performance. The chief executive officer of a company offers crucial guidance, credibility, and connections, and as such, they have a big impact on the business performance. We identify the fifty-one most influential publications on CEO traits. This study's methodology uses a qualitative approach to data analysis that incorporates a paper review. The purpose of this research is to provide a basic awareness of how the attributes of the CEO and the performance of the company are related. In addition to giving the researcher an overview of previous study, this review supports in the development of future viewpoints on the topic.

KEYWORDS- CEO's Attributes, Firm Performance, Qualitative study, Crucial guidance
INTRODUCTION

According to the generally accepted notion of corporate governance, the Chief Executive Officer (henceforth commonly known as the CEO) should participate in the company's decision-making process, especially when it involves financial matters. In any type of firm, the process of making strategic choices is important. The effectiveness of executives and promoters is crucial to the company. In the same way as the characteristics of the top authority affect decision-making process and the results. The highest level of a company is involved in corporate governance. The CEO is one of the top authority members of a company (Law and Ningnan, 2022). The person who holds the highest administrative position in an organization is known as the Chief Executive Officer (CEO). All decisions of the company including executive, functional, technological, and financial, must be approved by the CEO. The rise or fall in size of a business is the CEO's responsibility. (Thai et al., 2020). Many researches claim that the demographic attributes of CEOs, like their age, education, tenure, among others, are vital to the success of any business. Moreover, the managerial skills of the CEO have an impact on the performance of the organization. The CEO is one of the members of the top management of the company. According to Law and Ningnan (2022) the CEO is in charge of overseeing functioning, managerial, technical, and financial choices made by the company. This study examines whether the specific characteristics of a CEO have an impact on company performance. (Ghardallu et al. 2020).

There are many previous research efforts that examine how CEO characteristics affect a company financial performance. The association between CEO qualities and corporate

financial performance has recently been the subject of several research studies. The qualities and professional abilities of the CEO are important for a successful firm. Their technical expertise and education improve the efficiency of the business. However, other research indicate that a growing company doesn't really benefit much from CEO education. Next, it shows how the tenure and experience of a CEO can sometimes aid and sometimes hinder the growth of a company. Furthermore, some studies suggest that the nationality of the CEO makes it easier to promote company performance, but other studies suggest that CEOs of other nationalities can also do the same. A male CEO has greater ability to improve the firm performance than a female CEO, although some studies favor female CEOs more for firm performance (Rehman et al., 2021). Gender differences also have a significant impact on a company's financial success. Company performance is also affected by a variety of differing opinions about management ownership. Finally, despite the fact that the impact on the CEO character studies on business success has been the subject of many discussions, no consensus has been achieved regarding the findings.

In conclusion, there is a lack of consistency in the research findings on the influence of CEO attributes on the financial prosperity of the company. This study attempts to analyses how CEO traits affect firm success using a different time period database than those used in previous studies. However the attributes of CEOs that allow analysis of their impact on financial success are receiving favorable response. The aim of the study is to assess how the characteristics of the CEO affect the financial success of the organization.

OBJECTIVE

1. To conduct a thorough analysis of the finding and research methodologies of empirical that look at the relationship between CEO attributes and firm performance.
2. To summarizing, resolving, and explaining discrepancies between the results examined from empirical studies and the research strategies used in those investigations.

LITERATURE REVIEW

Pham (2023) conducted research on commercial banks in Vietnam to explore the effect of a CEO's attributes on a company performance; thirty commercial banks provided a sample for the research between 2012 and 2020. CEO's dual status, gender, age, tenure, and financial background were all independent variables. The bank's ROA and ROE were subjected to several tests, including regression analysis and fixed effect models. The study results show a correlation between CEO duality, age, and bank performance, while female CEOs have the reverse impact.

Law and Ningnan (2022) determine how the qualities of a CEO affect a company's success. Correlation analysis, multiple regression analysis and descriptive statistics have been applied out on the data collected from fifty larger companies listed on Shanghai Stock Exchange year 2010 to 2017. The dependent variable for this study was the ROA of a firm and the independent variable were demographics characteristics of the CEO such as legal background, the dual position of CEO in a company, share ratio, tenure and gender of the CEO. The study's findings SHO a favorable, substantial association between CEO's legal

experience, CEO gender and firm performance, while showing a negative relationship between CEO dualism and company performance.

Razali et al. (2022) examine the link between CEO traits and business value using data from eight hundred seventy-five non-financing companies that were listed on the Malaysia Stock Exchange from 2013 to 2015 years. Firm value was the dependent variable, while CEO traits including ownership, gender, age, education, and network were the independent variables. Their research shows a significant negative correlation between CEO gender, a CEO network, and business value. On the other side, the value of the business is affected by the age, education, and ownership of the CEO.

Silvan and Banda`s (2022) performance study on CEO characteristics and their effect on capital structure of a corporation. From 2012 to 2019, this research used panel data from one hundred twenty-three non-financial companies registered on Colombo Stock Exchange. The outcome reveals a significant association between the male CEO and the company's capital structure.

Silvina et al. (2022) investigated the link between CEO education and corporate performance. This study contains information on one hundred eight firms that were exhibited on the Stock Exchange of Indonesia during 2017-2020. Tobin`s Q applied as a dependent variable for calculating firm performance. According to study findings, a CEO's efficiency in business, accounting, management, and economics has a significant positive effect on the profitability of the company.

Marcolino and Silva (2021) investigated to find impact of new CEO decisions on corporate performance using a panel analysis of one hundred thirty two firms registered on the Brazilian Stock Exchange from 2010-2019. The result shows superstar CEOs with a positive valuation on the market.

Minh Ha et al. (2021) assessed the effect of CEO attributes on financial leverage of a company; researchers looked at the Vietnam firm. Independent factors included education, age, gender, and experience. Correlation and regression methods were used in this study. The results show a positive association between the CEO's experience, education and gender on firm leverage, while CEO age does not affect financial leverage.

Mubeen et al. (2021) examined how CEO dualism affected corporate performance. For this research, data retrieved from four hundred seventeen firms exhibited on the China Stock Exchange during 2012-2017 and from an accounting research database. The independent factors of this study were CEO duality, firm CSR etc. and on the other hand dependent variables included ROI and ROE of the companies. The results demonstrate a strong inverse relationship between CEO dualism and corporate performance.

Nguyen et al. (2021) researched registered in Vietnam firms to uncover the relationship of CEOs with attributes like age, signature and gender and corporate performance. The study sample consisted of two hundred twenty one companies; the data sources being are profit after taxes, net assets and total profit. The study shows a favorable and significant relationship between CEO signature and female CEOs on a company performance. Conversely, the performance of the company is adversely affected by a youthful CEO, just as

a young company is adversely affected by it.

Rehman et al. (2021) emphasized the link between the attributes of the CEO's and the economic act of the corporation. This study was done on two hundred listed firms of the Pakistan Stock Exchange 2010 to 2019. CEO characteristics are determined by CEO education, tenure, duality, gender, nationality and origin of CEO. The dependent variables taken in this study were ROA, ROE and Tobin's Q. Data were analyzed using the Robust Panel model method. The study finding suggests that an inverse relationship exists between the middle of CEO tenure, duality, gender, nationality and company performance, except for internally promoted CEOs.

Ali and Xin (2020) assessed the effect of the CEO's attributes on the operation of the company, a research conducted on non-financial sector enterprises in Pakistan that were registered on the Pakistan Stock Exchange. The research considered the following characteristics of CEOs as CEO's age, tenure, education, compensation, duality and CEO ownership in shareholding. The research concluded that CEO duality, compensation, equity ownership and firm performance are positively correlated. Furthermore, show that CEO tenure and firm performance are inversely related.

Altuwaijr and Kalyanaraman (2020) researched to analysis effect of CEO education on business achievement. This study includes the data of eighty five companies registered on Saudi Stock Exchange in 2018. The result of the research shows that CEOs who graduated from domestic institutions have a positive effect on company performance. On the other hand, managerial skills of a CEO do not influence the company's performance.

Basri and Grafat (2020) observed the impact on corporate performance of CEO traits and firm characteristics concerning mergers and acquisitions. In this study researchers used those firms that were listed on Indonesia Stock Exchange between 2010 to 2016. They observed that competent and experienced CEOs are able to maximize the firm achievement.

Ghardallou et al. (2020) carried out studies to examine how CEO traits affect company outcomes. The research includes a data of one hundred twenty Saudi firms indexed on Stock Exchange. The period considered for the research is from 2014 to 2017. the dependent variable were taken such as ROA, ROE and Tobin's Q and many statistical techniques such as the econometric model, descriptive statistics and correlation matrix were applied to measure firm performance. The outcome of the investigation indicates that firm efficiency and the tenure, experience, and educational background of the CEO are significantly positively correlated.

Thai et al. (2020) investigated the CEO characteristics effect on corporate financial performance. This research is used data collected from one hundred forty-six Vietnam companies that were indexed on HOSSE and HNX from 2016-2018. The outcome that there is a significant relation association CEO changes on corporate performance except for CEO age, education and gender.

Blandon et al. (2019) studied the relationship between CEO's attributes on overall firm performance. This research base on the information available on the HBR website's top hundred CEO within the universe. The study results show a strong correlation in the middle

of CEO tenure and provenance in a firm's profitability.

Saidu (2019) studied the CEO attributes and corporate performance that base on the education, origin, and ownership of the CEO. For this study data were taken from thirty-seven firms that were listed on Nigerian Stock Exchange. To analyzes the data, ordinary least squares regression was used. They suggested a positive correlation between the CEO's ownership, experience, education and business performance.

Elsharkawy et al. (2018) examine the effects of CEO qualifications and board diversity on financial results of banks, researchers looked at a UK bank. This research evaluated the using a data of fifty-four publicly traded UK banks from 2005 to 2015. The research revealed a strong, statistical correlation between gender diversity and bank success, but there was a strong, non-significant correlation between CEO education and bank performance.

Ernestine and Setyaningrum (2018) examined the relationship between CEO attributes and corporate performance of two hundred thirty five companies listed in six ASEAN countries including Thailand, Vietnam, Malaysia, Philippines, Singapore and Indonesia. This research includes independent variables such as CEO age, gender, tenure, and business degree in accounting and finance. A regression analysis has been done on the financial report of companies. The result shows a positive correlation between CEO age and tenure on company performance, while, a negative relationship between CEO gender and CEOs business education on firm performance.

Qadorah and Fadzil (2018) conducted research to determine the connection between CEO duality, board size, and business achievement. The sample was collected from sixty-four firms that are listed on the Amman Stock Exchange. Multiple regression analysis has been performed for this study. The outcome of this research shows a significant and positive relation between board size and ROA of the firm but CEO duality and the ROA are negatively related.

Satriyo and Harymawan (2018) examined the relationship between female CEOs and business performance in Indonesia. Every company that was registered on the Indonesian Stock Exchange between 2014 and 2015 were those that weren't in the financial industry. The purpose of this study was to found out the effect of female CEOs on companies` ROA and ROE. The findings show that in larger firms a female CEO does not influence the firm performance, while in small firms some positive relations are found between them.

Benjamin and Dabor (2017) explained how CEO traits and company performance are related in twelve banks indexed on Nigerian Stock Exchange. The independent factors for this research were CEO's tenure, gender, education, remuneration and ROA has been used like dependent variables. Excluding education and gender, the study's findings indicate a substantial correlation between CEO tenure, compensation, and company performance.

Sr. No	Author/Year	Country	Dependent Variable	Independent Variable	Findings
1	Elsharkawy et.al. (2018)	UK	1. Tobin's Q 2. Return on Average Equity 3. Return on Average Assets 4.	1.CEO educational background	1. Bank performance and CEO education have a good but not statistically significant relationship. 2. Bank performance and

			Net Interest Margin		gender diversity also have a positively significant association. 3. It also indicates that the performance of banks has been negatively and significantly affected by national diversity.
2	Saidu(2019)	Nigeria	1.Market price of the equity, 2.Return on asset 3.Return on equity	1. CEO ownership 2. CEO insider 3.CEO education.	1. According to the research, CEO education raises profitability. 2. An insider CEO can also contribute to a healthy organizational structure. 3. More research is required to determine whether the CEO's interest in ownership gives them more influence in addition to the CEO's ownership.
3	Ghardallou et.al.(2020)	Saudi Arabia	1.Return on asset 2.Return on equity 3.Tobin's Q	1.CEO education 2.CEO tenure, 3.CEO professional experience	The study's conclusions demonstrate a significant relationship between business performance and the tenure, experience, and educational background of the CEO.
4	Silvina et.al(2022)	Indonesia	Tobin's Q	CEO Education	The findings of the research indicate a positive correlation between the CEO's tenure, experience, and educational background with performance of company.
5	Setiawan and Gestanti(2022)	Indonesia	1. Financing 2. Investing policy 3. Firm performance	1 Female gender, 2 CEO education 3 CEO age	1.The findings demonstrate the considerable detrimental impact that female CEOs have on funding policy. The performance of the company is greatly enhanced by this, although investing policy is not significantly impacted. 2.It was discovered that there is a large and detrimental impact of CEO education on finance policy, whereas there is a positive and considerable effect on investing policy and performance. 3.In the meanwhile, the age of the CEO significantly affects financing policy negatively but has no discernible effect on investing policy or performance.
6	Satriyo and	Indonesia	1. Return on assets	Female CEO	The results indicate that the

	Harymawan(2018)		2.Return on equity		performance of a company is adversely impacted by a female CEO.
7	Amran et. al.(2014)	Melisa	1.ROA(Return on Asset)	1. Educational level 2. Professional qualification 3. CEO age 4. Gender 5. Ethnicity	When regressed on ROA, the results indicate a favorable correlation between the age of the CEO, firm size, ethnicity, and age of the firm. 2. Whereas, ROA is negatively correlated with business age, CEO age, and professional qualification.
8	Amer et. al. (2014)	Egypt	1.Return on equity 2.Tobin's Q 3.Return on assets	1.CEO duality	There was a strong positive correlation between CEO dualism and ROE.
9	Razali et. al. (2022)	Malaysia	Tobin's Q	1. Gender 2. Age 3. Education 4. Ownership 5. network	1. According to the data, these CEO networks and genders have a detrimental impact on Malaysian companies. 2. The insufficient number of women in listed companies negatively impacts the success of the company. 3. A CEO's network rises as a result of their increased focus and over-commitment, which lowers the firm value.

Mansoor et al. (2017) conducted research in the banking sector of four countries as USA, China, Pakistan and India with the objective of finding out the effect of board size and CEO power on company performance CEO duality and tenure were taken as independent variables and ROA, ROE, NP margin and EPS were taken as dependent variables. According to the study's findings, in the Indian banking industry, there is a significant correlation between CEO tenure, dualities, and corporate performance. further also shows a significant relationship between company performance and CEO duality, and board size in the Pakistan banking sector. Further, CEO tenure was positively related to firm's ROE, NPS and NP, and CEO duality was related to firm ROA in China, while no such relationship was found in the USA.

Yuan Li and Singal (2017) reported on CEO quality and firm performance related to hospitality sectors. Our finding is extracted from a study of about one thousand four hundred twenty-seven North American firms by using the descriptive statistics and correlation method. An examination by researchers reveals a strong correlation between the CEO's demographics and the success of the company.

Amer et al. (2014) researched on impact of CEO traits on business operation outcomes using Egyptian firms. The study includes a data from the most active Egyptian firms that were indexed on Egyptian Stock Exchange. Correlation, and regression analysis and descriptive statistics OF businesses` data, including ROA, ROE and Tobin's Q have been examined. The findings show a strong and positive correlation between CEO dualism and ROE for a

company.

Amran et al. (2014) determined the coalition regarding the impact of chairmanship and CEO attributes on the business performance of Malaysian listed government enterprises between 2005 and 2009. The independent variables for this study were CEO education, professional qualification, age, gender and ethnicity. The regression analysis applied to firm ROA. The finding shows a positive relationship between CEO's ethnicity and chairman's age on firm ROA, while there is no association between professional skills and CEO's age with firm achievement.

Sitthipongpanich and Polsiri (2012) researched to find out effect of CEO traits at corporate financing behavior based on data from non-financial companies that were indexed on the Stock Exchange of Thailand between the periods 2001 to 2005. This research includes the three types of CEO attributes such as biography, CEO network and CEO incentives. The result shows that firm financial decisions are affected by the CEO's characteristics.

Vintila and Gherghina (2012) researched the US-listed companies that provide information about the relationship between the mechanism of corporate governance and the characteristics of CEO on firm performance. This study included CEO traits like CEO origin, age, tenure and status, further including some mechanisms of corporate governance. The outcome shows a significant relationship between CEO tenure and ROA, Price Earnings Ratio of a firm. On the other hand, researchers found that CEO age, origin and status did not influence the company performance.

CONCLUSION

The key papers on CEO attributes during the previous 50 years have been found using the citation mapping method, which is used in this study. The four primary areas of research focus are Interdisciplinary, Management, Finance, and Strategy. In order to give a review of highly cited studies on CEO attributes within the larger research address and identify significant academic contributions by top-cited publications, each of these categories is thoroughly explored and reviewed. This study also summaries developing research trends and suggests prospects for future research, after looking across and reviewing papers published since 2015 (2015-2019) relevant to CEO attributes. This paper describes these rising trends to integrate current knowledge and pursue newer opportunities for research to broaden the research frontier, with an emphasis on potential directions for further investigation.

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