# Determinants of Commercial Bank Efficiency in China: Two-Stage Data Envelopment Analysis (DEA) Approach 2016-2021 Period

# Charisa Qudsi Department of Magister Economics Diponegoro University Semarang, Indonesia

Abstract:- Policies before economic reform and liberalization decades ago made China a stagnant and impoverished. The opening of China's economic gates to international trade in the free market reforms of 1979, made China a developing country with the fastestgrowing economy in the world. The current growth in total assets and contributions of Chinese financial institutions cannot be separated from the role of large banks belonging to the central government and society as a whole. The estimation technique in this study uses the Two-Stage Data Envelopment Analysis model. This model uses 6 cross section data units and 6 time series data sets. Throughout the study period, all state-owned commercial banks in China performed efficiently (stage 1). The results of the study (stage 2) show that stateowned commercial banking companies in China tend to perform efficiently throughout the study period. Based on the constructed hypothesis construct, of the four hypotheses, only one hypothesis is statistically accepted. Chinese government-owned commercial banks can continue to perform efficiently even during an uncertain situation, as evidenced in the 2020-2021 research sample showing that efficiency levels are consistently in the high category amid the conditions of the Covid-19 pandemic

**Keywords:-** Bank Efficiency, Capital Adequacy Ratio, Loan to Deposit Rati, Interest Income, Gross Domestic Product, and Data Envelopment Analysis.

## I. INTRODUCTION

Banks are salient institutions in China's progress and have rapidly helped China's economic development over the past thirty years, followed by the rapid growth of Chinese banking companies (Chen et al., 2021; Hu et al., 2020). Furthermore, based on data from The People's Bank of China, the total assets of financial institutions in China reached 381.95 trillion Yuan at the end of 2021, an increase of 7.8% compared to the previous year. The current growth in total assets and contributions of Chinese financial institutions cannot be separated from the role of the four major banks owned by the central government and society as a whole. On the other hand, commercial banking has also dominated the national market in China and contributed to China's success (Chang et al., 2017; Dong et al., 2020).

Sourced from financial reports through their respective official websites, each bank recorded fluctuations in net profit from 2016-2021 (Table 1). Specifically, the Agricultural Bank of China experienced a decrease in net profit growth in 2018 with a percentage of 4.92%, a difference of 0.01% from the previous year (4.93%). In addition, in 2020, all commercial banks in China posted a decline in net profit with a decreasing range between 3.3-11% from the previous year. Thus, as a whole, the profit achievements of all commercial banks in China reflect fluctuations in net profit.

| Banks                                 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------------|------|------|------|------|------|------|
| Agricultural Bank of China            | 184  | 193  | 203  | 213  | 216  | 242  |
| Bank of China                         | 184  | 185  | 192  | 202  | 205  | 227  |
| Bank of Communication                 | 68   | 71   | 74   | 78   | 80   | 89   |
| China Construction Bank               | 232  | 244  | 256  | 269  | 274  | 304  |
| Industrial & Commercial Bank of China | 279  | 287  | 299  | 313  | 318  | 350  |
| Postal Savings Bank of China          | 40   | 48   | 52   | 61   | 64   | 77   |

Table 1 Net Profit of Every Bank in China 2016 - 2021 (Billion of Renminbi)

In terms of lending, every commercial bank in China over the past six years has experienced significant fluctuations in credit distribution shown in Table 2. Furthermore, specifically in 2018, five commercial banks (Bank of China, Bank of Communication, China Construction Bank), Industrial & Commercial Bank of China, and Postal Savings Bank of China) experienced a decrease in the spread of loan funds from the previous year, scilicet 0.79%, 2.49%, 3.16%, 0.68%, and 2 .76%. In addition, in 2021, loan disbursement growth appears to fluctuate between commercial banks and annually. In short, of the six banks, only the Agricultural Bank of China recorded an increase in credit distribution growth from 2016-2021 compared to the other five commercial banks.

ISSN No:-2456-2165

| Table 2 Total Customer Loans of Every Dank in China in 2010-2021 (Dimon of Reminion) |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|
| Banks  | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   |
| Agricultural Bank of China   | 9.719  | 10.720 | 11.940 | 13.360 | 15.170 | 17.175 |
| Bank of China  | 9.973  | 10.897 | 11.819 | 13.069 | 14.216 | 15.713 |
| Bank of Communication  | 4.221  | 4.580  | 4.854  | 5.304  | 5.848  | 6.560  |
| China Construction Bank  | 11.488 | 12.574 | 13.365 | 14.541 | 16.231 | 18.170 |
| Industrial & Commercial Bank of China  | 13.057 | 14.233 | 15.420 | 16.761 | 18.624 | 20.667 |
| Postal Savings Bank of China   | 3.011  | 3.630  | 4.277  | 4.974  | 5.716  | 6.454  |

Table 2 Total Customer Loans of Every Bank in China in 2016-2021 (Billion of Renminbi)

However, efficiency evaluations must continue to be carried out regularly to maintain performance, developing the growth, and compete globally (An et al., 2021; Y. Li, 2020). At the same time, increasing efficiency and productivity must be able to run simultaneously to achieve the bank's main goals, improve the competency, and the quality of service to customers (Mehdiabadi et al., 2020). Furthermore, in the literature, there are many previous studies related to the efficiency of banking performance because the efficiency of bank performance is more resilient to shocks, thereby influencing growth positively and significantly.

In the literature regarding bank performance efficiency, Xu (2018) states that the performance efficiency of commercial banks in China is significantly influenced by the macroeconomic situation and monetary policy. These findings provide evidence that banking is inseparable from the surrounding economic environment. Furthermore, Chen et al., (2020) stated that bank performance efficiency was able to loosen credit constraints and increase the growth rate of financially dependent industries during the crisis. Using time-series data from 1972-2013, Abedin (2017) also revealed that the efficiency and profitability of the banking sector affected the Bangladeshi economy. Showing similar results, Chen et al. (2018) stated that the degree of performance efficiency of Chinese banks as a whole remains low.

More specifically, most studies show that state-owned banks are less efficient than other forms of ownership. Zhou et al. (2019), Fukuyama & Tan (2022), and Antunes et al. (2021) examined the evaluation of the efficiency of listed Chinese commercial banks from 2014-2016, and found differences in the efficiency levels of all banks discovered in general and within stages, types of banks, and in different countries' economic conditions. Furthermore, Rekik & Kalai (2018) stated that the country's economy is closely related to the efficiency of banking performance because the actualization of banking operations can be different and more risky. Revealing similar research results, Zhou et al. (2019) show that the efficiency of Chinese banks decreased during the 2006-2008 financial crisis, and state-owned commercial banks in China experienced the lowest cost efficiency during 2008-2014.

This study argues that performance analysis based on financial ratios is limited to representing the prediction of the success or failure of a bank and cannot be used to substantially investigate to the level of efficiency achieved by a bank. Therefore, further analysis is needed to identify performance factors and their influence on the level of efficiency of commercial banks in China. Therefore, this study uses DEA (Data Envelopment Analysis) as an analytical tool with linear programming techniques to measure relative efficiency levels and identify input and output values related to banking operations which then serve to explore the causes and sources of bank inefficiencies (Adeabah et al., 2019).

## II. LITERATUR REVIEW

There are various kinds of research that identify both factors, internal and external to companies that can affect the level and approach of commercial bank efficiency with different scopes so that the variables used in the previous literature are very diverse. Research Zhou et al. (2019) analyzed the efficiency of Chinese banking by identifying the capital organization, capital allocation, and profitability levels in 16 companies registered as Chinese commercial banks. This study aims to evaluate the efficiency of each bank in order to determine the development and increase competitiveness of each company. The results showed that all Chinese commercial banks analyzed in the 2014-2016 period were declared inefficient, and inefficiencies occurred at different stages of the system for different types of banks. Fukuyama & Tan (2022) found the same results in their research, namely that the Chinese banking industry had the highest level of stability inefficiency and the most powerful volatility occurred during 2007-2017. Fukuyama & Tan's research (2022) aims to analyze the efficiency level of banking in the geographical region of China using three stages of analysis, namely input efficiency, evaluation of stability efficiency, and output efficiency.

Antunes et al. (2021) conducted research on 39 Chinese commercial banks during the period 2010 – 2018, the aimed to investigate the interrelationships between efficiency and several bank-specific variables, such as profitability, bank size, cost management, traditional business, and non-traditional business. The results of Antunes et al. (2021) show that Chinese state-owned banks had the highest efficiency during the study period. Regression analysis was also carried out in this study with the results of bank size, proactive expense management, and non-traditional business having a positive effect on the level of bank efficiency, at the same time bank's profitability, traditional bank business, and expense management have a negative impacted on bank efficiency.

In addition to analyzing efficiency, this research also performs regression analysis of the factors that affect the level of banking efficiency. Nguyen et al. (2021) identify the optimal CAR level and the minimum CAR reasonable

level applied to each bank. Dao & Nguyen (2020) identify a relationship between CAR and bank performance, and GDP has a significant effect on bank performance. Majdina et al. (2019) analyzed the efficiency of Islamic and conventional banks in Indonesia and analyzed the factors that affect the level of efficiency. Majdina et al. (2019) found differences in efficiency between Islamic and conventional banks and presented several factors that have a positive effect on the level of bank efficiency, namely assets, ROA, and CAR. Sadi'yah et al. (2021) identified several factors affecting the ROA of private banks listed on the Indonesia Stock Exchange for the 2014-2018 period. The results of research by Sadi'yah et al. (2021) show that simultaneously the variables LDR (Loan to Deposit Ratio), OER (Operational Efficiency Ratio), and NPL (Non-Performing Loans) have a significant effect on ROA. LDR has a significant and positive effect on ROA, OER, and NPL have a significant and negative effect on ROA.

Irawan & Syarif, (2019) also conducted research that aimed to investigate empirical evidence on the factors that affect banking performance with research results showing that Capital Adequacy Ratio (CAR), Loan to Deposit Ratio (LDR), Loan to Asset Ratio (LAR), Bank Size, Operational Efficiency Ratio (OPE), and Net Interest Margin (NIM) simultaneously have a significant effect on non-performing loans (NPL). One of the external factors that can affect bank efficiency is GDP. Shawtari (2018) tested bank efficiency using different performance measures, namely return on assets, return on equity, bank margin (MAR), and GDP. The results of his research show that GDP is a factor that greatly determines banking performance and efficiency.

## III. RESEARCH VARIABLES AND OPERATIONAL DEFINITION VARIABLES

## > Input Variable:

• Employment Expenses

Labor cost is used as an input variable because it is one of the indicators for obtaining output results. Labor costs are always considered in determining policies related to the outcome those banks want to achieve (Milenković et al., 2022). Thus, the labor costs incurred can serve to test the efficiency level of bank performance. Labor costs are all costs incurred by the company for the payment of direct and indirect labor can be seen from DMU's income statement published by accounting period (Huang, 2017; Kocisova et al., 2019; Meiryani et al., 2022).

## Total Assets

Assets are a essential financial indicator, because they determine the sustainability of the activities carried out by the company (Curtis et al., 2020; Wang et al., 2020). Previous research has mostly used total assets as an input variable to measure the efficiency level of banking performance (Curtis et al., 2020; Kočišová, 2015; Ouenniche & Carrales, 2018; Wang et al., 2020). Total assets are calculated by adding up fixed assets and current assets. Data on total assets can be obtained from information on each bank's financial position report for a certain period.

The following is how to calculate total assets according to Wang et al., (2020): Total Assets: Fixed Assets + Current Assets

## • Operating Expenses

Operating expenses are issued load incurred to carry out operational activities and to generate profits or achieve company goals (Akbari et al., 2020; Huang, 2017; Khan & Wang, 2021). Therefore, operating expenses selected, as one of the input variables in this study. Operating expenses data needed to perform calculations can be seen from the report of profits and losses in every bank. Operating expense is calculated by adding production costs and operating expenses for the company's main activities (Akbari et al., 2020).

## *Output Variable:*

## • Total Loans

Loans are one of the output variables chosen by researchers because loans are the primary banking activity (Fukuyama & Tan, 2022; Milenković et al., 2022; Ouenniche & Carrales, 2018). Total loans are measured from the outstanding loans that banks provide to customers and are the total of short-term loans and long-term loans (Fukuyama & Tan, 2022). Information on total loans can be obtained from the financial statements issued by the bank each period. Total loans: short-term loans + long-term loans.

• Net Profit

Net profit is a financial component which is the top goal of all companies (Borodin & Mityushina, 2020; Putra & Muzakir, 2020; Telli, 2018). Therefore, net profit as an output variable in this study to show the efficiency of banking performance. The net profit value is the value from the reduction between gross profit and operating expenses, which can be seen from the financial reports those have been issued by every bank for a certain period (Putra & Muzakir, 2020).

# *Independent Variable:*

# • Capital Adequacy Ratio (CAR)

Capital Adequacy Ratio (CAR) is an essential component in banking to measure a bank's ability to bear risks on bank assets (Abidin et al., 2021; Haryanto, 2018; Nguyen et al., 2021; Sitompul & Nasution, 2019). CAR is often used in similar research to examine its relationship with the level of banking efficiency. CAR is calculated by dividing total capital and risk-weighted assets, then multiplying by 100%.

## • Loan to Deposit Ratio (LDR)

The Loan Deposit Ratio (LDR) is a ratio that is of great concern for assessing bank liquidity (Abidin et al., 2021; Adeabah et al., 2019; Darwanto, 2019). Researchers make LDR one of the independent variables because LDR has an important role in banking. LDR is the ratio obtained from dividing the number of funds distributed by the bank

to customers by the total funds received by the bank multiplied by 100%.

## • Interest Income

Interest income is related to the income that the bank earns from interest charged to customers or borrowers (Fukuyama & Tan, 2022; Haralayya & Aithal, 2019; Nguyen et al., 2021). High interest income increases profits and affects profitability, also increases bank efficiency. Meanwhile, the low interest income has an impact on the small profit earned and the decline in the level of bank profitability and efficiency. Interest income is obtained from the accumulation of product cost and profit margins that have been set by banks (Alhassan & Tetteh, 2017; Haralayya & Aithal, 2019; Nguyen et al., 2021).

# • Gross Domestic Product (GDP)

Gross Domestic Product (GDP) measures the level of national economic development and comprehensively represents all external factors as macroeconomic conditions (Cook & Davíðsdóttir, 2021; Shawtari, 2018; Wei et al., 2020). The development of each industry is closely related to the level of a country's GDP/Gross Domestic Product, including the banking industry. Therefore, researchers use GDP as an independent variable originating from external factors that affect the efficiency of Chinese banking performance. GDP is measured by the total monetary value of all finished goods and services produced within country boundaries at a certain time (Shawtari, 2018).

This study uses secondary data, analyzed based on a panel dataset that includes six commercial banks owned by the Chinese state government. Furthermore, the variables used for model analysis are original data collected from financial reports for the 2016-2021 period accessed from the website of each bank. In addition, GDP data is obtained from the official website of the National Bureau of Statistics of China.

# IV. ANALYSIS METHOD

This study uses the Data Envelopment Analysis (DEA) approach, which is a non-parametric technique developed to evaluate the relative efficiency of a Decision Making Unit (DMU) with input and output level analysis (Adeabah et al., 2019; Nguyen et al., 2021). DMU is a business unit whose level of efficiency is analyzed. DMU is said to be efficient if the value is equal to 1 and relatively inefficient if the value is less than 1 (Nguyen et al., 2021). The measurement model using DEA has several advantages, namely, it can be used for the analysis of each DMU with many inputs or outputs, the relationship between input and output variables does not have to be known, and can be used to identify inputs and outputs with different units. The following is a general equation for calculating Data Envelopment Analysis (DEA) according to (Nguyen et al., 2021):

$$h_{s} = \frac{\sum_{i=1}^{m} u_{is} y_{is}}{\sum_{j=1}^{n} v_{js} x_{js}}$$
(1)

## ➤ Information:

- $h_s = \text{DMU}$  efficiency
- $u_{is}$  = weight of output i produced
- $y_{is}$  = weight of input i produced
- $v_{is}$  = weight of input j
- $x_{is}$  = number of input j given by DMU

The above formula gives an infinite situation which can cause problems with the calculation results. Therefore, constraint equations are formed to facilitate the analysis process using computational techniques that are constantly evolving. The following is the equation of the constraint function:

$$\frac{\sum_{i=1}^{m} u_{is} y_{is}}{\sum_{j=1}^{n} v_{js} x_{js}} \le 1 \ ; r = 1, 2, \dots, N \text{ and } u_i, X_j \ge 0$$
(2)

## ➤ Information:

N denotes the number of DMU samples.

The bank efficiency value obtained from the DEA analysis results is used as the dependent variable, and then identified with the independent variables through the Tobit regression test. Tobit analysis was selected because the dependent variable in this study is critized, while the independent variables are uncensored or free. The dependent variable referred to earlier is that the dependent variable has an upper and lower limit, and in this study, the efficiency value limits are 0 to 1 (Milenković et al., 2022). The Tobit regression model tested using the STATA v15 application. The following is the equation to analyze the factors that affect banking efficiency:

$$Y_{it} = \alpha + \beta_1 CAR_{1it} = + \beta_2 LDR_{2it} + \beta_3 IINC_{3it} + \beta_4 GDP_{4it} + \varepsilon_{it}$$
(3)

# > Information:

| • | i             | : Individual Unit (Banking)   |
|---|---------------|-------------------------------|
| • | t             | : Time                        |
| • | Y             | : Bank performance efficiency |
| • | α             | : Constant                    |
| • | $\beta_{1-4}$ | : Coefficient                 |
| • | CAR           | : Capital Adequacy Ratio      |
| • | LDR           | : Loan to Deposit Ratio       |
| • | IINC          | : Interest Income             |
| • | GDP           | : Gross Domestic Bruto        |
| • | ε             | : Error                       |

#### V. RESULTS AND DISCUSSION

Testing the banking efficiency level is calculated using the non-parametric Data Envelopment Analysis (DEA) method through the DEAP v21 application. The data used are grouped into input variables and output variables. Input variables consist of employment expenses, total assets, and operating expenses. Furthermore, the output variables consist of total loans and net profit. The test results using the DEA method produce an efficiency level indicated by a score of 0-1. The highest efficiency score resulting from the analysis is 1, which describes the best or the optimal ability of a bank to manage its resources. Meanwhile, when the score is away from the value of 1, it can be interpreted that the bank is unefficient in managing its resources (Bod'a & Zimková, 2021; Van den End, 2016). The results showed that the efficiency level of stateowned commercial banks in China continued to experience consistently high operational efficiency for six consecutive years, marked by an average value of the resulting efficiency level in the range of 0.8-1 or in the high category. Furthermore, this high category infers that all Chinese government commercial banks are able to strategically reduce input variables in their operational or banking activities and maximize their performance in terms of cash flow related to profits and distribution of loans or credit. Furthermore, this study also presents the level of homogeneity of data characteristics related to the performance of commercial banks in China, as presented in Table 3.

|      | ABOC  | BOCH  | BCOM  | СНСВ | ICOB  | PSBC  |
|------|-------|-------|-------|------|-------|-------|
| 2016 | 0,864 | 0,958 | 1     | 1    | 1     | 1     |
| 2017 | 0,855 | 0,948 | 1     | 1    | 1     | 0,772 |
| 2018 | 0,870 | 0,925 | 0,977 | 1    | 0,955 | 0,831 |
| 2019 | 0,794 | 0,944 | 1     | 1    | 0,991 | 0,870 |
| 2020 | 0,895 | 0,984 | 1     | 1    | 0,986 | 0,870 |
| 2021 | 0,944 | 0,988 | 1     | 1    | 1     | 0,874 |

The table above is the result of DEA calculations at six Chinese commercial banks for six periods, namely from 2016 to 2021. Chinese commercial banks consisting of six banks demonstrated different efficiency levels from 2016 to 2021. The Agricultural Bank of China achieved fluctuating efficiency levels, namely (0.864 -- 2016), (0.855 -- 2017), (0.875 -- 2018, and (0.794 -- 2019) is the lowest score for six years of experience. In addition, the last two years (0.895 -- year 2020) and (0.944 -- 2021) are the highest achievements of the Agricultural Bank of China during the six observation periods. Similar to the Agricultural Bank of China, the Bank of China also never achieved an efficiency score of 1 (100%) during the six years of observation. Bank of China got a score of 0.958 in 2016, 0.948 in 2017, and a score of 0.925 in 2018 was the lowest score during the six observation periods. Furthermore, the efficiency score for 2019 was 0.944, and in 2020 and 2021 of 0.984 and 0.988.

Unlike the two previous banks, the Bank of Communication achieved a score of 1 (100%) for five years of observation, namely 2016, 2017, 2019, 2020 and 2021. Meanwhile, in 2018 the Bank of Communication experienced a decrease in its efficiency score to 0.977. Furthermore, the Industrial & Commercial Bank of China is the only bank that has a perfect efficiency score of 1 (100%) for six consecutive years. Finally, Postal Savings Bank of China achieved a score of 1 (100%) only in 2016, and the subsequent efficiency score was always below 100%, namely 0.772 in 2017 was the lowest score during the six observation periods, 0.831 in 2018, 0.870 achieved in 2019, and the efficiency values for 2020 and 2021 are 0.870 and 0.874 respectively. Furthermore, the efficiency score of the DEA calculation results is illustrated in the graph below.



Fig 1 Graph of Efficiency Score

The test results show that each bank has a different trend during the six periods studied, some banks have fluctuating efficiency scores, and some are stable enough. In the graph, China Construction Bank is the most efficient bank because always 100% during six years of observation. Furthermore, the second most efficient bank is the Bank of Communication, followed by the Industrial & Commercial Bank of China, the Bank of China, the Agricultural bank of China, and the Postal Savings Bank of China. Yusuf &

Muhajir (2020) explained that the level of banking efficiency is divided into four categories, namely high, medium, low, and inefficient efficiency.

Six commercial banks in China have high-efficiency scores, as evidenced by 34 observations of banks with efficiency scores in the range of 0.81–1.00. Furthermore, 4.5% has a middle efficiency score seen from 2 bank observations with scores in the range of 0.60–0.80. This value interprets that the six Chinese commercial banks analyzed are banks that are efficient and optimal in managing their resources. The decrease in the efficiency level in spesific periods in several banks is affected by different variables in each bank caused by banking input or output variables. Differences in efficiency values also caused by the ability of banks to differ from one another when managing the resources they have. In addition, differences in strategic management and target markets between each bank specifically have different portions and doses. However, overall, all samples have a performance efficiency level that is not much different from the average to high rating. In addition, this stability also indirectly is the role of the government which in the majority acts as a stakeholder and simultaneously as a supremacy controller, maintaining and overseeing the operations and performance of every government-owned business entity or which in this study is a commercial bank.

A. Tobit Test Results

| Table 4 Tobit Test Results   |         |       |       |                 |  |  |
|--|---------|-------|-------|-----------------|--|--|
| Variable   | Coef.   | Z     | Sig.  | Information     |  |  |
| CAR  | -0,0015 | -0,09 | 0,927 | Not significant |  |  |
| LDR  | 0,0037  | 2,54  | 0,011 | Significant     |  |  |
| LN_IINC  | 0,0035  | 0,09  | 0,926 | Not significant |  |  |
| LN_GDP   | -0,064  | -0,64 | 0,522 | Not significant |  |  |
| (Constant)   | 3,6082  |       |       |                 |  |  |
|  |         |       |       |                 |  |  |
| Prob > chi2  | 0,0300  |       |       |                 |  |  |
|  |         |       |       |                 |  |  |
| Panel Variable: code (strongly balanced)<br>Time Variable: period, 2016 to 2021<br>Delta: 1 year |         |       |       |                 |  |  |

 Based on the results of Tobit regression analysis (stage 2), the resulting equation is as follows. DEA\_Z=3,6082-

0,0015(CAR)+0,0037(LDR)+0,0035(IINC)-0,064(GDP)+  $\epsilon$  (4)

Furthermore, the following is an inference from the results of the Tobit regression analysis in this study.

- Constant value (a): 3.6082 can be interpreted that if the variables CAR, LDR, IINC, and GDP are constant or not included in the study, the DEAz variable can still increase by 3.6082.
- The CAR regression coefficient of -0.0015 indicates that if the CAR ratio continues to increase above the optimum (non-optimal) limit, banking performance efficiency (DEAz) can continue to decrease (tend to worsen) by 0.0015 points assuming the other independent variables are constant.
- The LDR regression coefficient of 0.0037 reflects that if the LDR ratio continues to increase (taking into

account the equilibrium level between deposits and distribution of loans or outstanding credit), the resulting bank's performance efficiency output can continue to increase by 0.0037 points, assuming other independent variables are constant.

- The IINC regression coefficient of 0.0052 represents that if interest income continues to increase as a substantial profit segmentation, the resulting bank performance efficiency can continue to escalate by 0.0035 points assuming other independent variables are constant.
- The GDP regression coefficient of -0.064 implies that if GDP continues to increase (taking into account commercial banks as measurable contributors), the efficiency of the resulting bank's performance may not necessarily continue to escalate by 0.064 points because GDP has a significant increment, which can gradually help improve performance efficiency banking. Especially from the output side (total distributed loans and net profit) generated by the bank, of course, assuming the other independent variables are constant. In short, GDP contributes indirectly to the formation of

performance related to bank efficiency because this measure is a measure of the country's macro economy and has a different impact on each industry including commercial banks themselves as a banking subindustry.

## B. CAR Ratio to Efficiency Level

Based on the results of the Tobit regression test, the CAR ratio has a regression coefficient of -0.0015 with a significance level (p-value) of 0.927. Therefore, the first hypothesis (CAR) was confirmed to have no significant effect on the resulting level of banking efficiency (rejected). This relationship can be caused by the size of the CAR ratio, which has its equilibrium point. Furthermore, a CAR debilitated reflects the level of risk of managing funds in both the Tier-1 and Tier-2 categories, tend to be assigned a high-risk predicate because of the amount of capital required to protect depositors. In addition, a CAR that is too high reflects a suboptimal fund management strategy, especially concerning loan distribution activities.

The relationship between the CAR ratio and the efficiency of bank performance has no effect because the CAR ratio has its minimum point. After all, CAR focuses on the size of capital adequacy with controllable risk and not the size of a bank's capital. Meanwhile, bank performance efficiency relies on input and output related to bank operations as a whole both in terms of cost management, Cost of Fund (CoF) management strategies, and in terms of margin safety which can be controlled by the CFO or CEO of a bank, which consequently maximizes output or the resulting performance. Also, based on previous literature studies, the results of this study support research from (Havidz & Setiawan, 2015; Latifah et al., 2012; Sudiyatno, 2013; Supriyono & Herdhayinta, 2019) explains that the CAR variable does not affect bank efficiency.

# C. LDR Ratio to Efficiency Level

Based on the results of the Tobit regression test, the LDR ratio has a regression coefficient of 0.0037 with a significance level (p-value) of 0.011. Therefore, the second hypothesis states that the LDR ratio affects the efficiency level of bank performance is accepted. The results show that a high LDR ratio results in a more optimum level of banking efficiency because this measure reflects depositor funds that are optimally managed by the bank and distributed through loan activities to prospective borrowers. Furthermore, LDR is the ratio of loans extended to third parties, so the higher the LDR ratio, the profit or income received by the bank continues to grow, which in turn increases the bank's performance to be more efficient by maximizing output in comparison with the input that must be issued.

The effect of the LDR ratio on the efficiency of a bank's performance is because basically, LDR is one of the keys to the success of a bank. The success referred to is because the LDR represents the maximization of funds owned by depositors to be further managed by the banking sector and through various management strategies and segmentation of credit distribution deployed. Furthermore, behind the high distributions of credit by the bank, there is the management of CoF and safety margins which are strategically able to be managed optimally by the top management such as at the CFO and CEO level. In addition, this study supports the results of research conducted by (Anwar, 2019; Buchory, 2015; Karamoy & Tulung, 2019; Kristianti & Yovin, 2016; Rupeika-Apoga et al., 2018), whose research results show that the LDR ratio affects the efficiency of the performance of the bank formed. Thus, an LDR with a high size is capable of gradually producing a bank's performance efficiency at the optimum point.

## D. Interest Income on the Level of Efficiency

Based on the results of the Tobit regression test, the interest income ratio has a regression coefficient of 0.003 with a significance level (p-value) of 0.926. Therefore, the third hypothesis states that there is no significant effect between interest income and the resulting level of banking efficiency. Therefore, the third hypothesis states that interest income affects the efficiency level of bank performance is rejected. Therefore, the results of this study state that the measure of interest income is not the main measure of the level of efficiency produced by a bank, but rather from the strategic input or costs incurred to generate profit from both interest income and non-interest income segmentation.

Furthermore, interest income does not affect banking efficiency because there are two different contexts that topmiddle managers must continue to manage strategically and dynamically, namely the costs incurred and the income generated to produce a level of performance efficiency at an optimum point. On a more detailed side, interest income is an income item whose nature still has to be deducted by the cost components incurred by the CFO and other interrelated costs such as CoF and administration expenses so that the measure of the level of efficiency produced is not directly based on the amount of interest income generated. Then, according to previous literature, Abidin et al. (2021); Boussemart et al. (2019); Doan et al. (2018); Syadullah (2018) make similar results and supports the results of this study. In short, the interest income variable has an indirect causal relationship to the resulting level of performance efficiency.

# E. GDP to the Level of Efficiency

Based on the results of the Tobit regression test, the GDP ratio has a regression coefficient of -0.064 with a significance level (p-value) of 0.522. Therefore, the fourth hypothesis states that there is no influence between the GDP ratio and the resulting level of banking efficiency. Furthermore, GDP is a measure of the highs and lows of a country's economic activity, so GDP has a causal relationship that incrementally/indirectly/gradually affects the efficiency level of the resulting bank's performance.

Furthermore, GDP represents consumption behavior in the social sphere, so that banks are part of the needs of society as financial intermediaries to depositor-debtor relations, are affected by GDP movements periodically even with the assumption of complex value-chain cycles so GDP can contribute to developing bank's performance. In

addition, there are many variations of omitted elements that are ignored in the relationship between GDP and banking efficiency, such as the level of public trust in banks, government policies on GDP, and the behavior of various companies or banks. Also, in previous literature, Al-Harbi (2019); Hosen & Muhari (2019); Katırcıoglu et al. (2020); Lv & Li (2021) showed similar results, supporting the results of this study. Thus, this study concludes that GDP has an indirect relationship to the level of banking efficiency. In addition, even though of the four hypotheses developed only one is statistically accepted, these four variables (CAR, LDR, IINC, and GDP) have a significant simultaneous effect on the efficiency of the resulting bank performance, it is evident that the probability values generated are greater in comparison with a chi-squared value (Prob > chi2: 0.03) or equivalent to a p-value (0.03) at the p<0.05 level.

# VI. CONCLUSION

- Based on the results of the research and discussion previously described regarding the analysis of the level of efficiency of commercial banks in China for the 2016-2021 period, the conclusions drawn from this research are as follows:
- Throughout the study period, all government-owned commercial banks in China performed efficiently (stage-1) with a moderate (0.60-0.80) to high (0.81-1.00) efficiency category with a relatively high sample percentage. achieving the "high" efficiency category was 94.45% of the entire sample. Meanwhile, 5.55% of the other samples are in the "moderate" efficiency category.
- The results of the study (stage 2) show that state-owned commercial banking companies in China tend to perform efficiently throughout the study period. The sample companies maintain a range of their CAR and LDR ratios, reflecting the financial health of the banking system. In addition, government support and China's economic stability indirectly encourage people's behavior in the context of the use of banking services and their relation to economic activity which in turn has an impact on the efficiency of the performance of commercial banks in China as a whole.
- Based on the constructed hypothesis construct, of the four hypotheses, only one hypothesis is statistically accepted. However, simultaneously, CAR, LDR, main bank revenue (IINC), and GDP contribute to the formation of the efficiency level of commercial banking in China. Thus, in terms of bank performance efficiency cycles, a measure of bank performance efficiency is the main input-output for the formation of sustainable bank performance optimization.
- The results of this study also corroborate previous research, Zhou et al. (2019), Fukuyama & Tan (2022), and Antunes et al. (2021), which state that commercial banks, especially those owned by the Chinese government, continue to achieve a level of efficiency because they can manage their operations strategically and dynamically. Furthermore, this study also

strengthens the results of Zhou et al. (2019), through the support of the statement that Chinese governmentowned commercial banks can continue to perform efficiently even amid an uncertain situation, it is proven that in 2020-2021 the research sample showed that the level of efficiency was consistently in the "high" category amid the conditions of the Covid-19 pandemic.

- There are several limitations that arise from the findings that have been produced in this study as follows.
- The assumption of a positive flow in the DEA analysis methodology concept is unable to comprehensively answer the level of bank efficiency (causing an outcome bias) if the research data has a volatile data flow and the input-output embedded in the DEA analysis must have a direct effect and go back and forth between one other input and output variables.
- This research is also limited to the analysis of the performance of commercial banks, especially limited to the scope of Chinese state-owned or state-owned commercial banks, so the resulting external validity tends to be lower because the area of the research study is specific to certain subsamples.
- The scope of analysis in this study is also limited to the banking industry, notably commercial business lines, so The discussion and inference of research results are limited. In addition, the consequences of the first limitation can lead to misleading research inferences or what is commonly known as reporting bias.
- The methodological design built in this study is limited to empirical methodology, notably through the use of archival data, so the information obtained has limited inference because it depends on the flow conditions of the data obtained.

# REFERENCES

- Abedifar, P., Molyneux, P., & Tarazi, A. (2018). Non-interest income and bank lending. *Journal of Banking & Finance*, Vol. 87, pp. 411–426.
- [2]. Abedin, Md. T. (2017). Impact of Banking Sector Efficiency and Profitability on Bangladesh Economy. Notre Dame University Bangladesh, 37(3).
- [3]. Abidin, Z., Prabantarikso, R. M., Wardhani, R. A., & Endri, E. (2021). Analysis of bank efficiency between conventional banks and regional development banks in Indonesia. The Journal of Asian Finance, Economics and Business, Vol. 8(1), pp. 741–750.
- [4]. Adeabah, D., Gyeke-Dako, A., & Andoh, C. (2019). Board gender diversity, corporate governance and bank efficiency in Ghana: A two stage data envelope analysis (DEA) approach. *Corporate Governance: The International Journal of Business in Society*, Vol. 19(2), pp. 299–320. https://doi.org/10.1108/CG-08-2017-0171

- [5]. Akbari, N., Jones, D., & Treloar, R. (2020). A cross-European efficiency assessment of offshore wind farms: A DEA approach. *Renewable Energy*, Vol. 151, pp. 1186–1195.
- [6]. Al-Harbi, A. (2019). The determinants of conventional banks profitability in developing and underdeveloped OIC countries. Journal of Economics, Finance and Administrative Science.
- [7]. Alhassan, A. L., & Tetteh, M. L. (2017). Non-interest income and bank efficiency in Ghana: A two-stage DEA bootstrapping approach. *Journal of African Business*, Vol. 18(1), pp. 124–142.
- [8]. An, Q., Wu, Q., Zhou, X., & Chen, X. (2021). Closest target setting for two-stage network system: An application to the commercial banks in China. *Expert Systems with Applications*, Vol. 175, pp. 114799. https://doi.org/10.1016/j.eswa.2021.114799
- [9]. Antunes, J., Hadi-Vencheh, A., Jamshidi, A., Tan, Y., & Wanke, P. (2021). Bank efficiency estimation in China: DEA-RENNA approach. *Annals of Operations Research*, Vol. 315(2), pp. 1373–1398. https://doi.org/10.1007/s10479-021-04111-2
- [10]. Anwar, M. (2019). Cost efficiency performance of Indonesian banks over the recovery period: A stochastic frontier analysis. *The Social Science Journal*, Vol. 56(3), pp. 377–389.
- [11]. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, Vol. 17(1), pp. 99–120.
- [12]. Bartolacci, F., Cerqueti, R., Paolini, A., & Soverchia, M. (2019). An economic efficiency indicator for assessing income opportunities in sustainable waste management. *Environmental Impact Assessment Review*, Vol. 78, pp. 106279.
- [13]. Belotti, F., Hughes, G., & Mortari, A. P. (2017). Spatial panel-data models using Stata. *The Stata Journal*, Vol. 17(1), pp. 139–180.
- [14]. Boateng, A., Liu, Y., & Brahma, S. (2019). Politically connected boards, ownership structure and credit risk: Evidence from Chinese commercial banks. *Research in International Business and Finance*, Vol. 47, pp. 162–173.
- [15]. Bod'a, M., & Zimková, E. (2021). A DEA model for measuring financial intermediation. *Economic Change and Restructuring*, Vol. 54(2), pp. 339–370.
- [16]. Borodin, A., & Mityushina, I. (2020). Evaluating the effectiveness of companies using the DEA method.
- [17]. Boussemart, J.-P., Leleu, H., Shen, Z., Vardanyan, M., & Zhu, N. (2019). Decomposing banking performance into economic and credit risk efficiencies. *European Journal of Operational Research*, Vol. 277(2), pp. 719–726.
- [18]. Buchory, H. A. (2015). Banking profitability: How does the credit risk and operational efficiency effect. *Journal of Business and Management Sciences*, Vol. 3(4), pp. 118–123.
- [19]. Calvo, N., & Calvo, F. (2018). Corporate social responsibility and multiple agency theory: A case study of internal stakeholder engagement. *Corporate Social Responsibility and Environmental Management*, Vol. 25(6), pp. 1223–1230.

- [20]. Chand, P., & Tarei, P. K. (2021). Do the barriers of multi-tier sustainable supply chain interact? A multisector examination using resource-based theory and resource-dependence theory. *Journal of Purchasing and Supply Management*, Vol. 27(5), pp. 100722.
- [21]. Chang, M., Jang, H.-B., Li, Y.-M., & Kim, D. (2017). The Relationship between the Efficiency, Service Quality and Customer Satisfaction for State-Owned Commercial Banks in China. *Sustainability*, Vol. 9(12), pp. 2163. https://doi.org/10.3390/su9122163
- [22]. Chen, Y., Cheng, L., Lee, C.-C., & Wang, C. (2021). The impact of regional banks on environmental pollution: Evidence from China's city commercial banks. *Energy Economics*, Vol. 102, pp. 105492. https://doi.org/10.1016/j.eneco.2021.105492
- [23]. Chen, Z., Matousek, R., & Wanke, P. (2018). Chinese bank efficiency during the global financial crisis: A combined approach using satisficing DEA and Support Vector Machines. *The North American Journal of Economics and Finance*, Vol. 43, pp. 71– 86. https://doi.org/10.1016/j.najef.2017.10.003
- [24]. Chen, Z., Poncet, S., & Xiong, R. (2020). Local financial development and constraints on domestic private-firm exports: Evidence from city commercial banks in China. *Journal of Comparative Economics*, Vol. 48(1), pp. 56–75. https://doi.org/10.1016/j.jce.2019.09.005
- [25]. Chin, G. T., & Gallagher, K. P. (2019). Coordinated credit spaces: The globalization of Chinese development finance. *Development and Change*, Vol. 50(1), pp. 245–274.
- [26]. Cook, D., & Davíðsdóttir, B. (2021). An appraisal of interlinkages between macro-economic indicators of economic well-being and the sustainable development goals. *Ecological Economics*, Vol. 184, pp. 106996.
- [27]. Curtis, P. G., Hanias, M., Kourtis, E., & Kourtis, M. (2020). Data envelopment analysis (DEA) and financial ratios: A pro-stakeholders' view of performance measurement for sustainable value creation of the wind energy.
- [28]. Dao, B. T. T., & Nguyen, K. A. (2020). Bank Capital Adequacy Ratio and Bank Performance in Vietnam: A Simultaneous Equations Framework. *The Journal* of Asian Finance, Economics, and Business, Vol. 7(6), pp. 39–46. https://doi.org/10.13106/JAFEB. 2020.VOL7.NO6.039
- [29]. Darwanto, D. (2019). The Determinant of Banking Efficiency (Data Envelopment Analysis Based on Intermediation Approach). *Journal of Development Economics*, Vol. 20(1), pp. 87–99.
- [30]. Davidovic, M., Uzelac, O., & Zelenovic, V. (2019). Efficiency dynamics of the Croatian banking industry: DEA investigation. *Economic Research-Ekonomska Istraživanja*, Vol. 32(1), pp. 33–49.
- [31]. Deephouse, D. L. (2000). Media reputation as a strategic resource: An integration of mass communication and resource-based theories. *Journal of Management*, Vol. 26(6), pp. 1091–1112.

- [32]. Doan, A.-T., Lin, K.-L., & Doong, S.-C. (2018). What drives bank efficiency? The interaction of bank income diversification and ownership. *International Review of Economics & Finance*, Vol. 55, pp. 203– 219.
- [33]. Dong, J., Yin, L., Liu, X., Hu, M., Li, X., & Liu, L. (2020). Impact of internet finance on the performance of commercial banks in China. *International Review* of Financial Analysis, Vol. 72, pp. 101579. https://doi.org/10.1016/j.irfa.2020.101579
- [34]. Donnellan, J., & Rutledge, W. L. (2019). A case for resource-based view and competitive advantage in banking. *Managerial and Decision Economics*, Vol. 40(6), pp. 728–737.
- [35]. Du, Y., & Lu, Y. (2018). The great opening up and the roadmap for the future: The story of China's international trade. *China & World Economy*, Vol. 26(2), pp. 68–93.
- [36]. Elsayed, N., & Elbardan, H. (2018). Investigating the associations between executive compensation and firm performance: Agency theory or tournament theory. Journal of Applied Accounting Research.
- [37]. Farrell, M. J. (1957). The measurement of productive efficiency. *Journal of the Royal Statistical Society: Series A (General)*, Vol. 120(3), pp. 253–281.
- [38]. Fidrmuc, J., & Lind, R. (2020). Macroeconomic impact of Basel III: Evidence from a meta-analysis. *Journal of Banking & Finance*, Vol. 112, pp. 105359.
- [39]. Fratianni, M., Hagen, J. V., & Waller, C. (1997). Central Banking as A Political Principal-Agent Problem. *Economic Inquiry*, Vol. 35(2), pp. 378–393. https://doi.org/10.1111/j.1465-7295.1997.tb01917.x
- [40]. Fukuyama, H., & Tan, Y. (2022). Deconstructing three-stage overall efficiency into input, output and stability efficiency components with consideration of market power and loan loss provision: An application to Chinese banks. *International Journal of Finance & Economics*, Vol. 27(1), pp. 953–974. https://doi.org/10.1002/ijfe.2185
- [41]. Galbreath, J. (2005). Which resources matter the most to firm success? An exploratory study of resource-based theory. *Technovation*, Vol. 25(9), pp. 979–987.
- [42]. Gao, H., Tate, M., Zhang, H., Chen, S., & Liang, B. (2018). Social media ties strategy in international branding: An application of resource-based theory. *Journal of International Marketing*, Vol. 26(3), pp. 45–69.
- [43]. Giacalone, M., Nissi, E., & Cusatelli, C. (2020). Dynamic efficiency evaluation of Italian judicial system using DEA based Malmquist productivity indexes. *Socio-Economic Planning Sciences*, Vol. 72, pp. pp. 100952.
- [44]. Grant, R. M. (1991). The resource-based theory of competitive advantage: Implications for strategy formulation. *California Management Review*, Vol. 33(3), pp. 114–135.

- [45]. Haralayya, B., & Aithal, P. (2019). Technical Efficiency Affecting Factors In Indian Banking Sector: An Empirical Analysis. *Turkish Online Journal of Qualitative Inquiry (TOJQI)*, Vol. 12, pp. 603–620.
- [46]. Haryanto, S. (2018). Bank Efficiency Determinants: Bank Analysis in Indonesia. *AFRE (Accounting and Financial Review)*, Vol. 1(1). https://doi.org/10.26905/afr.v1i1.2230
- [47]. Havidz, S. A. H., & Setiawan, C. (2015). Bank efficiency and non-performing financing (NPF) in the Indonesian Islamic banks. *Asian Journal of Economic Modelling*, Vol. 3(3), pp. 61–79.
- [48]. Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, Vol. 41, pp. 77–94.
- [49]. Hosen, M. N., & Muhari, S. (2019). Non-performing financing of Islamic rural bank industry in Indonesia. *Banks and Bank Systems*, Vol. 14(1), pp. 20.
- [50]. Hu, Y., Jiang, H., & Zhong, Z. (2020). Impact of green credit on industrial structure in China: Theoretical mechanism and empirical analysis. *Environmental Science and Pollution Research*, Vol. 27(10), pp. 10506–10519. https://doi.org/10.1007/s 11356-020-07717-4
- [51]. Huang, C. (2017). Assessment of efficiency of manual and non-manual human resources for tourist hotel industry: An application of the hybrid DEA model. *International Journal of Contemporary Hospitality Management.*
- [52]. Hunt, S. D. (2013). A general theory of business marketing: RA theory, Alderson, the ISBM framework, and the IMP theoretical structure. *Industrial Marketing Management*, Vol. 42(3), pp. 283–293.
- [53]. Huu Nguyen, A., Thuy Doan, D., & Ha Nguyen, L. (2020). Corporate governance and agency cost: Empirical evidence from Vietnam. *Journal of Risk* and Financial Management, Vol. 13(5), pp. 103.
- [54]. Irawan, B. R., & Syarif, A. D. (2019). Analysis the Effect of Fundamental Financial Ratio of CAR, LDR, LAR, Bank Size, OPE and NIM on Non- Performing Loans (NPL) of Banking Listed on the Indonesia Stock Exchange in 2012—2018. Vol. 4(10), pp. 8.
- [55]. Jensen, M. C., & Meckling, W. H. (2019). Theory of the firm: Managerial behavior, agency costs and ownership structure. *In Corporate Governance* (pp. 77–132). Gower.
- [56]. Jiang, F., & Kim, K. A. (2020). Corporate governance in China: A survey. *Review of Finance*, Vol. 24(4), pp. 733–772.
- [57]. Karamoy, H., & Tulung, J. E. (2019). The Effect of Banking Risk on Indonesia's Regional Development Banks.
- [58]. Katırcıoglu, S., Ozatac, N., & Taspınar, N. (2020). The role of oil prices, growth and inflation in bank profitability. *The Service Industries Journal*, Vol. 40(7–8), pp. 565–584.

- [59]. Khan, I., & Wang, M. (2021). Evaluating Corporate Performance and Bank Productivity in China: The Moderating Role of Independent Directors. Sustainability, Vol. 13(6), pp. 3193. https://doi.org/10.3390/su13063193
- [60]. Kočišová, K. (2015). Application of the DEA on the measurement of efficiency in the EU countries. *Agricultural Economics*, Vol. 61(2), pp. 51–62.
- [61]. Kocisova, K., Gavurova, B., & Behun, M. (2019). The Importance of Implementing Environmental Variables in the Process of Assessment of Healthcare Efficiency through DEA 1. *Ekonomicky Casopis*, Vol. 67(4), pp. 367–387.
- [62]. Kohl, S., Schoenfelder, J., Fügener, A., & Brunner, J. O. (2019). The use of Data Envelopment Analysis (DEA) in healthcare with a focus on hospitals. *Health Care Management Science*, Vol. 22(2), pp. 245–286.
- [63]. Koroleva, E., Jigeer, S., Miao, A., & Skhvediani, A. (2021). Determinants affecting profitability of stateowned commercial banks: Case study of China. *Risks*, Vol. 9(8), pp. 150.
- [64]. Kristianti, R. A., & Yovin, Y. (2016). Factors affecting bank performance: Cases of top 10 biggest government and private banks in Indonesia in 2004-2013. Vol. 5(4), pp. 371–378.
- [65]. Latifah, N. M., Rodhiyah, R., & Saryadi, S. (2012). The Effect of Capital Adequacy Ratio (CAR), Non Performing Loans (NPL) and Loan To Deposit Ratio (LDR) on Return On Assets (ROA) (Case study on National Private Commercial Banks Foreign Exchange Go Public on the Indonesia Stock Exchange Period 2009-2010). Journal of Business Administration, Vol. 1(2), pp. 57–66.
- [66]. Li, H., He, H., Shan, J., & Cai, J. (2019). Innovation efficiency of semiconductor industry in China: A new framework based on generalized three-stage DEA analysis. *Socio-Economic Planning Sciences*, Vol. 66, pp. 136–148.
- [67]. Li, Y. (2020). Analyzing efficiencies of city commercial banks in China: An application of the bootstrapped DEA approach. *Pacific-Basin Finance Journal*, Vol. 62, pp. 101372. https://doi.org/10.1016/j.pacfin.2020.101372
- [68]. Lin, K. J., Lu, X., Zhang, J., & Zheng, Y. (2020). State-owned enterprises in China: A review of 40 years of research and practice. *China Journal of Accounting Research*, Vol. 13(1), pp. 31–55.
- [69]. Linden, A. (2015). Conducting interrupted timeseries analysis for single-and multiple-group comparisons. The Stata Journal, Vol. 15(2), pp. 480– 500.
- [70]. Lutfiana, R. H., & Yulianto, A. (2015). Determinants of the Efficiency Level of Islamic Commercial Banks in Indonesia (Two Stage DEA Approach). *Accounting Analysis Journal*, Vol. 4, pp. 10.
- [71]. Lv, Z., & Li, S. (2021). How financial development affects CO2 emissions: A spatial econometric analysis. *Journal of Environmental Management*, Vol. 277, pp. 111397.

- [72]. Mahmoudi, R., Emrouznejad, A., Shetab-Boushehri, S.-N., & Hejazi, S. R. (2020). The origins, development and future directions of data envelopment analysis approach in transportation systems. *Socio-Economic Planning Sciences*, Vol. 69, pp. 100672.
- [73]. Majdina, N., Munandar, J. M., & Effendi, J. (2019). The determinant factors of efficiency on Islamic banking and conventional banking in Indonesia. *Journal of Finance And Banking*, Vol. 23(3). https://doi.org/10.26905/jkdp.v23i3.3157
- [74]. Maudos, J., & Solís, L. (2009). The determinants of net interest income in the Mexican banking system: An integrated model. *Journal of Banking & Finance*, Vol. 33(10), pp. 1920–1931.
- [75]. Mavroidis, P. C., & Sapir, A. (2019). China and the world trade organisation: Towards a better fit. Bruegel Working Papers.
- [76]. Mehdiabadi, A., Tabatabeinasab, M., Spulbar, C., Karbassi Yazdi, A., & Birau, R. (2020). Are We Ready for the Challenge of Banks 4.0? Designing a Roadmap for Banking Systems in Industry 4.0. International *Journal of Financial Studies*, Vol. 8(2), pp. 32. https://doi.org/10.3390/ijfs8020032
- [77]. Meiryani, M., Suryanto, E. F., & Clydee, C. (2022). Technical Efficiency of Consumer Goods Manufacturing Industry in Indonesia during the Pandemic: Application of DEA Model. pp 15–21.
- [78]. Milenković, N., Radovanov, B., Kalaš, B., & Horvat, A. M. (2022). External Two Stage DEA Analysis of Bank Efficiency in West Balkan Countries. *Sustainability*, Vol. 14(2), pp. 978.
- [79]. Ng, Y. C. (2011). The productive efficiency of Chinese hospitals. *China Economic Review*, Vol. 22(3), pp. 428–439.
- [80]. Nguyen, P. A., Tran, B. L., & Simioni, M. (2021). Optimal capital adequacy ratio: An investigation of Vietnamese commercial banks using two-stage DEA. *Cogent Business & Management*, Vol. 8(1), pp. 1870796. https://doi.org/10.1080/23311975. 2020. 1870796
- [81]. OJK. (2013). Bank Indonesia Circular Letter Number 15/41/DKMP. https://ojk.go.id/id/kanal/perbankan/regulasi/suratedaran-bank-indonesia/Pages/surat-edaran-bankindonesia-nomor-15-41-dkmp.aspx
- [82]. Ouenniche, J., & Carrales, S. (2018). Assessing efficiency profiles of UK commercial banks: A DEA analysis with regression-based feedback. *Annals of Operations Research*, Vol. 266(1), pp. 551–587.
- [83]. Panda, B., & Leepsa, N. (2017). Agency theory: Review of theory and evidence on problems and perspectives. *Indian Journal of Corporate Governance*, Vol. 10(1), pp. 74–95.
- [84]. Panda, D., & Reddy, S. (2016). Resource based view of internationalization: Evidence from Indian commercial banks. Journal of Asia Business Studies.

- [85]. Phan, H. T., Anwar, S., Alexander, W. R. J., & Phan, H. T. M. (2019). Competition, efficiency and stability: An empirical study of East Asian commercial banks. *The North American Journal of Economics and Finance*, Vol. 50, pp. 100990.
- [86]. Pucheta-Martínez, M. C., & Gallego-Álvarez, I. (2019). An international approach of the relationship between board attributes and the disclosure of corporate social responsibility issues. *Corporate Social Responsibility and Environmental Management*, Vol. 26(3), pp. 612–627.
- [87]. Putra, Z., & Muzakir, M. (2020). Competitive Environment Analysis in Global Retail Companies Operation Strategy: A Data Envelopment Analysis (DEA) Based Approach. *AFEBI Management and Business Review*, Vol. 5(1), pp. 16–36.
- [88]. Rekik, M., & Kalai, M. (2018). Determinants of banks' profitability and efficiency: Empirical evidence from a sample of Banking Systems. *Journal* of Banking and Financial Economics, Vol. 1(9), pp. 5–23.https://doi.org/10.7172/2353-6845.jbfe.2018.1.1
- [89]. Roulet, C. (2018). Basel III: Effects of capital and liquidity regulations on European bank lending. *Journal of Economics and Business*, Vol. 95, pp. 26– 46.
- [90]. Ru, H. (2018). Government credit, a double-edged sword: Evidence from the China Development Bank. *The Journal of Finance*, Vol. 73(1), pp. 275–316.
- [91]. Rupeika-Apoga, R., Zaidi, S., Thalassinos, Y., & Thalassinos, E. (2018). Bank stability: The case of Nordic and non-Nordic banks in Latvia.
- [92]. Sadi'yah, Y. S. H., Mai, M. U., & Pakpahan, R. (2021). The effect of LDR, BOPO, and NPL on ROA at Foreign Exchange BUSNs Registered on the IDX for the 2014-2018 period. *Indonesian Journal of Economics and Management*, Vol. 1(2), pp. 295–305. https://doi.org/10.35313/ijem.v1i2.2498
- [93]. Saerang, D. P., Tulung, J. E., & Ogi, I. (2018). The influence of executives' characteristics on bank performance: The case of emerging market. *Journal of Governance and Regulation*, Vol. 7(4).
- [94]. Schauerte, R., Feiereisen, S., & Malter, A. J. (2021). What does it take to survive in a digital world? Resource-based theory and strategic change in the TV industry. *Journal of Cultural Economics*, Vol. 45(2), pp. 263–293.
- [95]. Shawtari, F. A. M. (2018). Ownership type, bank models, and bank performance: The case of the Yemeni banking sector. *International Journal of Productivity and Performance Management*, Vol. 67(8), pp. 1271–1289. https://doi.org/10.1108/ IJPPM-01-2018-0029
- [96]. Shi, Z., Qin, S., Chiu, Y., Tan, X., & Miao, X. (2021). The impact of gross domestic product on the financing and investment efficiency of China's commercial banks. *Financial Innovation*, Vol. 7(1), pp. 35. https://doi.org/10.1186/s40854-021-00251-3

- [97]. Shokr, M. A., & Al-Gasaymeh, A. (2018). Bank lending channel and banking sector efficiency: Panel data of Egypt. *International Journal of Emerging Markets*, Vol. 13(5), pp. 1291–1310. https://doi.org/10.1108/IJoEM-08-2017-0289
- [98]. Silva, T. C., Tabak, B. M., Cajueiro, D. O., & Dias, M. V. B. (2017). A comparison of DEA and SFA using micro-and macro-level perspectives: Efficiency of Chinese local banks. *Physica A: Statistical Mechanics and Its Applications*, Vol. 469, pp. 216– 223.
- [99]. Sitompul, S., & Nasution, S. K. (2019). The Effect of Car, BOPO, NPF, and FDR on Profitability of Sharia Commercial Banks in Indonesia. *Budapest International Research and Critics Institute-Journal* (*BIRCI-Journal*), Vol. 2(3), pp. 234–238.
- [100]. Song, L. (2018). 19. State-owned enterprise reform in China: Past, present and prospects. China's 40 Years of Reform and Development, pp. 345.
- [101]. Stoelhorst, J. (2021). Value, rent, and profit: A stakeholder resource-based theory. Strategic Management Journal.
- [102]. Sudiyatno, B. (2013). The effect of credit risk and operational efficiency on bank performance (Empirical Study of banks listed on the Indonesia Stock Exchange). *Journal of Organization and Management*, Vol. 9(1), pp. 73–86.
- [103]. Supriyono, R., & Herdhayinta, H. (2019). Determinants of Bank Profitability: The case of the regional development bank (BPD Bank) in Indonesia. *Journal of Indonesian Economy and Business*, Vol. 34(1), pp. 1–17.
- [104]. Syadullah, M. (2018). ASEAN banking efficiency review facing financial services liberalization: The Indonesian perspective. Asian Development Policy Review, Vol. 6(2), pp. 88–99.
- [105]. Telli, Ş. (2018). Revealing importance of management of assets in investment trust companies by DEA analysis. *Transactions of Nanjing University* of Aeronautics and Astronautics, Vol. 35(1), pp. 88– 95.
- [106]. Van den End, J. W. (2016). A macroprudential approach to address liquidity risk with the loan-to-deposit ratio. *The European Journal of Finance*, Vol. 22(3), pp. 237–253.
- [107]. Voorn, B., Van Genugten, M., & Van Thiel, S. (2019). Multiple principals, multiple problems: Implications for effective governance and a research agenda for joint service delivery. *Public Administration*, Vol. 97(3), pp. 671–685.
- [108]. Wang, C.-N., Dang, T.-T., Nguyen, N.-A.-T., & Le, T.-T.-H. (2020). Supporting better decision-making: A combined grey model and data envelopment analysis for efficiency evaluation in e-commerce marketplaces. *Sustainability*, Vol. 12(24), pp. 10385.
- [109]. Wang, Y., Fang, Z., & Hong, H. (2019). Comparison of convolutional neural networks for landslide susceptibility mapping in Yanshan County, China. *Science of the Total Environment*, Vol. 666, pp. 975– 993.

- [110]. Wei, Y., Li, Y., Liu, X., & Wu, M. (2020). Sustainable development and green gross domestic product assessments in megacities based on the emergy analysis method—A case study of Wuhan. *Sustainable Development*, Vol. 28(1), pp. 294–307.
- [111]. Xu, T. (2018). Can Foreign Capital Participation Enhance Commercial Banks' Market Efficiency? Engineering Economics, Vol. 29(1), pp. 24–31. https://doi.org/10.5755/j01.ee.29.1.5444
- [112]. Yang, X., & Morita, H. (2013). Efficiency improvement from multiple perspectives: An application to Japanese banking industry. *Omega*, Vol. 41(3), pp. 501–509.
- [113]. Yu, M. (2018). China's international trade development and opening-up policy design over the past four decades. *China Economic Journal*, Vol. 11(3), pp. 301–318. https://doi.org/10.1080/17538963.2018.1516275
- [114]. Yusuf, M., & Muhajir. (2020). Calculation of the Efficiency Level of State-Owned Banks in Indonesia for the 2015-2019 Period Using the Non-Parametric Data Envelopment Analysis (DEA) Approach. *Journal of Islamic Economic and Business*, Vol. 02(02), pp. 73–86. https://doi.org/10.24256
- [115]. Zainuldin, M. H., Lui, T. K., & Yii, K. J. (2018). Principal-agent relationship issues in Islamic banks: A view of Islamic ethical system. International Journal of Islamic and Middle Eastern Finance and Management.
- [116]. Zhang, D., Cai, J., Liu, J., & Kutan, A. M. (2018). Real estate investments and financial stability: Evidence from regional commercial banks in China. *The European Journal of Finance*, Vol. 24(16), pp. 1388–1408.
- [117]. Zhang, Y., Hou, Z., Yang, F., Yang, M. M., & Wang, Z. (2021). Discovering the evolution of resourcebased theory: Science mapping based on bibliometric analysis. *Journal of Business Research*, Vol. 137, pp. 500–516.
- [118]. Zhao, Y., & Fan, B. (2018). Exploring open government data capacity of government agency: Based on the resource-based theory. *Government Information Quarterly*, Vol. 35(1), pp. 1–12.
- [119]. Zhou, X., Xu, Z., Chai, J., Yao, L., Wang, S., & Lev, B. (2019). Efficiency evaluation for banking systems under uncertainty: A multi-period three-stage DEA model. *Omega*, Vol. 85, pp. 68–82. https://doi.org/10.1016/j.omega.2018.05.012