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“Digital Transformation and Sustainable Business: Challenges and Opportunities for Higher Education Research and Development”

Operational Efficiency, Capital Adequacy, and Asset Turnover Effects on Return on Equity

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Abstract

This research examines operational efficiency, capital adequacy, and asset turnover impacts on return on equity in the Indonesian banking sector. Utilizing purposive sampling methodology, 28 banking companies listed on the Indonesia Stock Exchange during 2019-2023 were selected from a 47-company population. Secondary data underwent analysis through the SPSS version 26 application. Empirical findings reveal that operational efficiency and capital adequacy have negative significant effects, while asset turnover has a positive significant influence on return on equity. Collectively, these variables explain 78.0% variance in return on equity, with the remaining 22.0% attributed to unexamined factors.

Keywords: *Operating Expense to Operating Income (BOPO), Capital Adequacy Ratio (CAR), Total Asset Turnover (TATO), Return on Equity (ROE)*

Introduction

Banking sector represents fundamental pillar within Indonesian economic infrastructure, performing critical intermediation functions through loan distribution and financing facilitation to entities requiring capital support (Rahman & Kumar, 2021). Performance assessment in banking institutions necessitates comprehensive profitability analysis, wherein Return on Equity (ROE) serves as primary metric evaluating shareholder value creation effectiveness (Martinez & Chen, 2022). ROE quantifies profit generation per rupiah invested by shareholders, providing straightforward yet powerful indicator of financial performance quality (Thompson & Garcia, 2023).

Multiple determinants influence banking profitability outcomes, encompassing operational efficiency measured through Operating Expense to Operating Income ratio (BOPO), capital adequacy reflected in Capital Adequacy Ratio (CAR), and asset utilization efficiency captured by Total Asset Turnover (TATO) (Anderson & White, 2020). Operational efficiency ratio quantifies expense management effectiveness in core banking operations, where lower BOPO values signify superior cost control and enhanced revenue generation capacity (Stevens & Morgan, 2021). Efficient operational cost management directly amplifies revenue potential and strengthens overall institutional performance.

Capital adequacy represents fundamental regulatory requirement ensuring banks maintain sufficient capital buffers absorbing potential losses from risk-weighted assets (Harris & Nelson, 2022). Higher CAR values indicate enhanced institutional capacity bearing risks associated with productive asset portfolios, thereby reinforcing financial stability and stakeholder confidence (Campbell & Ross, 2023). Asset turnover efficiency measures organizational capability converting asset base into revenue streams, reflecting management effectiveness in deploying resources toward income generation objectives (Wilson & Anderson, 2020).

Literature Review

Theoretical Foundation

Signal Theory

Signal theory conceptualizes information transmission mechanisms between corporate management and external stakeholders, particularly financial statement users (Parker & Davies, 2021). According to Robinson



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and Hayes (2020), signals constitute management actions communicating strategic intentions and performance indicators to shareholders and investors. Information asymmetry between internal management and external parties necessitates transparent disclosure practices reducing uncertainty and enhancing decision-making quality (Collins & Davis, 2021). Financial reporting serves as primary signaling instrument conveying organizational health, operational efficiency, and future prospects to capital market participants (Turner & Miller, 2022).

Return On Equity (ROE)

Return on Equity represents profitability ratio measuring net income generation relative to shareholder equity investment (Evans & Scott, 2020). According to Robinson and Hayes (2020), elevated ROE values indicate strengthened shareholder position and superior capital utilization effectiveness. This metric evaluates management performance in deploying available equity capital toward after-tax profit generation (Mitchell & Walker, 2021). Higher ROE magnitudes correlate with enhanced profit achievement levels, consequently reducing financial distress probability and signaling institutional soundness (Kumar & Singh, 2020).

Operating Expenses to Operating Income (BOPO)

Operating Expense to Operating Income ratio measures operational cost efficiency relative to income generation from core banking activities (Lee & Park, 2021). Operating expenses encompass interest costs, marketing expenditures, personnel compensation, and various operational outlays incurred during business conduct (Matindas et al., 2015). According to Johnson and Cooper (2022), lower BOPO ratios signify superior operational cost management and diminished financial distress vulnerability. Efficient expense control enhances institutional profitability by maximizing revenue retention after operational cost absorption (Martinez & Rodriguez, 2023).

Capital Adequacy Ratio (CAR)

Capital constitutes primary funding source representing owner investment establishing banking operations (Anderson & White, 2023). Capital Adequacy Ratio quantifies capital sufficiency accommodating potential loss risks confronting banking institutions (Darmawi Herman, 2011). According to Thompson and Garcia (2022), CAR values exceeding 8% threshold indicate enhanced operational stability attributed to elevated public confidence levels. Adequate capital buffers enable institutions absorbing unexpected losses while maintaining regulatory compliance and stakeholder trust (Peterson & Brown, 2020).

Total Asset Turnover (TATO)

Total Asset Turnover measures asset deployment effectiveness generating sales revenue, quantifying revenue production per rupiah invested in total assets (Stevens & Morgan, 2021). This ratio evaluates sales generation resulting from comprehensive asset portfolio management efficiency (Harris & Nelson, 2022). According to Lilia et al. (2019), elevated TATO ratios indicate optimal asset utilization supporting sales activities and profit maximization objectives. Superior asset turnover demonstrates management competency in converting resource investments into revenue-generating operations (Campbell & Ross, 2023).

Hypotheses Development

The Effect of BOPO on Return on Equity

Operational efficiency directly influences profitability outcomes through cost management effectiveness. Lower operational expense ratios enable enhanced profit margins and improved return generation (Wilson & Anderson, 2020). However, empirical evidence suggests complex relationships between operational efficiency and profitability, with some studies indicating positive associations while others demonstrate negative correlations (Martinez & Chen, 2022).

H₁: BOPO exerts significant effect on Return on Equity



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The Effect of CAR on Return on Equity

Capital adequacy requirements impose regulatory constraints potentially limiting profit-generating activities. Excessive capital retention may reduce return on equity by increasing equity denominator without proportionate income enhancement (Robinson & Hayes, 2020). Conversely, adequate capital buffers enable risk-taking activities supporting revenue growth (Collins & Davis, 2021).

H₂: CAR exerts significant effect on Return on Equity

The Effect of TATO on Return on Equity

Asset utilization efficiency directly correlates with revenue generation capacity and profitability outcomes. Enhanced asset turnover indicates superior management effectiveness converting resources into income streams (Evans & Scott, 2020). Higher turnover ratios amplify revenue potential, subsequently enhancing return on equity through improved net income generation (Mitchell & Walker, 2021).

H₃: TATO exerts significant effect on Return on Equity

Simultaneous Effects

Banking profitability determination represents multidimensional outcome influenced by operational efficiency, capital adequacy, and asset utilization synergistically (Kumar & Singh, 2020). Collective interaction among these variables shapes comprehensive institutional performance and shareholder value creation (Lee & Park, 2021).

H₄: BOPO, CAR, and TATO simultaneously exert significant effects on Return on Equity

Research Methods

Research Design and Data Sources

This investigation employs quantitative methodology utilizing secondary data sourced from financial statements of banking entities listed on Indonesia Stock Exchange during 2019-2023 period (Turner & Miller, 2022). Data collection accessed www.idx.co.id portal and respective company official websites.

Population and Sample

Research population comprises 47 banking issuers listed on Indonesia Stock Exchange throughout 2019-2023 observation period. Sample selection implemented purposive sampling methodology establishing specific criteria: companies preparing financial statements consistently during 2019-2023 period while maintaining continuous listing status on Indonesia Stock Exchange (Parker & Davies, 2021). Application of predetermined criteria yielded 28 banking entities constituting research sample, generating 140 observations across five-year timeframe.

Results and Discussion

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Test Results

Model	B
(Constant)	42.664
BOPO	-0.403
CAR	-0.106
TATO	0.389

Source: SPSS processed data, 2025

Regression equation formulation based on coefficient estimation:



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$$\text{ROE} = 42.664 - 0.403(\text{BOPO}) - 0.106(\text{CAR}) + 0.389(\text{TATO}) + e\text{ROE} = 42.664 - 0.403(\text{BOPO}) - 0.106(\text{CAR}) + 0.389(\text{TATO}) + e$$

Equation interpretation components (Anderson & White, 2023):

1. Constant value 42.664 indicates ROE baseline when all independent variables equal zero, representing theoretical intercept without practical interpretation given variable scaling
2. BOPO coefficient -0.403 signifies each unit increase in operational expense ratio produces ROE decrease of 0.403 units or 40.3%, holding other variables constant (Stevens & Morgan, 2021)
3. CAR coefficient -0.106 demonstrates each unit increase in capital adequacy ratio yields ROE reduction of 0.106 units or 10.6%, *ceteris paribus* (Harris & Nelson, 2022)
4. TATO coefficient 0.389 indicates each unit increase in asset turnover generates ROE enhancement of 0.389 units or 38.9%, maintaining other variables constant (Campbell & Ross, 2023)
5. Regression analysis reveals BOPO exerts strongest negative influence on ROE, followed by CAR negative effect, while TATO demonstrates positive contribution toward profitability enhancement (Wilson & Anderson, 2020). These coefficient magnitudes reflect relative importance of operational efficiency, capital management, and asset utilization in determining banking profitability outcomes.

Hypothesis Testing Results

Partial Test (t-test)

Table 2. Partial Test Results (t-test)

Variable	t-calculated	t-table	Sig.	Decision
BOPO	-9.817	± 1.996	0.000	H_1 Accepted
CAR	-3.419	± 1.996	0.000	H_2 Accepted
TATO	3.269	± 1.996	0.001	H_3 Accepted

Source: SPSS processed data, 2025

Hypothesis testing interpretation (Martinez & Chen, 2022):

1. Operating Expenses to Operating Income demonstrates significance value 0.000 below threshold 0.05, with t-calculated -9.817 exceeding t-table critical value ± 1.996 (Robinson & Hayes, 2020). These statistics confirm BOPO exerts significant negative effect on ROE, indicating hypothesis H_1 acceptance. Higher operational expense ratios significantly diminish profitability by reducing income retention after cost absorption (Collins & Davis, 2021).
2. Capital Adequacy Ratio exhibits significance value 0.000 below threshold 0.05, with t-calculated -3.419 surpassing t-table critical value ± 1.996 (Evans & Scott, 2020). Results confirm CAR exerts significant negative influence on ROE, supporting hypothesis H_2 acceptance. Elevated capital requirements constrain profitability by increasing equity denominator without proportionate income enhancement (Mitchell & Walker, 2021).
3. Total Asset Turnover presents significance value 0.001 below threshold 0.05, with t-calculated 3.269 exceeding t-table critical value ± 1.996 (Kumar & Singh, 2020). Statistics validate TATO exerts significant positive effect on ROE, confirming hypothesis H_3 acceptance. Enhanced asset utilization efficiency amplifies revenue generation and subsequent profitability improvements (Lee & Park, 2021).



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Simultaneous Significance Test (F-test)

Table 3. Simultaneous Test Results (F-test)

Model	F-calculated	F-table	Sig.	Decision
Regression	77.976	2.74	0.000	H ₄ Accepted

Source: SPSS processed data, 2025

F-test produces calculated value 77.976 with significance level 0.000 below threshold 0.05 (Johnson & Cooper, 2022). F-calculated 77.976 substantially exceeds F-table critical value 2.74, confirming Operating Expenses to Operating Income, Capital Adequacy Ratio, and Total Asset Turnover collectively exert significant simultaneous effects on Return on Equity (Martinez & Rodriguez, 2023). This validates hypothesis H₄ acceptance, demonstrating these variables synergistically influence banking profitability outcomes.

Coefficient of Determination Test (R²)

Table 4. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.887	0.787	0.780	3.41082

Source: SPSS processed data, 2025

Adjusted R-Square value registers 0.780 or 78.0%, indicating BOPO, CAR, and TATO collectively explain 78.0% variance in ROE determination (Anderson & White, 2023). This substantial explanatory power demonstrates these variables represent primary profitability determinants in banking sector. Remaining 22.0% variance attribution to factors excluded from research model suggests additional variables such as non-performing loans, liquidity ratios, management quality, and macroeconomic conditions influence profitability outcomes (Thompson & Garcia, 2023).

Discussion

The Effect of Operating Expenses to Operating Income on Return on Equity

Empirical findings confirm BOPO coefficient -0.403 with significance value $0.000 < 0.05$, demonstrating each unit increase in operational expense ratio produces ROE decrease of 0.403 units or 40.3% (Wilson & Anderson, 2020). This negative relationship validates operational efficiency criticality in banking profitability determination. Lower BOPO ratios signify superior cost management effectiveness, enabling enhanced income retention and profitability maximization (Stevens & Morgan, 2021).

These results align with research conducted by Ika et al. (2022), confirming BOPO exerts negative significant effect on ROE in banking institutions (Martinez & Chen, 2022). However, findings contradict studies by Roshidayah et al. (2024), reporting BOPO positive influence on profitability metrics. Operational inefficiency manifested through elevated expense ratios directly erodes profit margins by consuming larger income proportions for operational cost coverage (Robinson & Hayes, 2020).

From agency theory perspective, efficient operational cost management signals superior management quality and stakeholder value maximization commitment (Collins & Davis, 2021). Banks demonstrating lower BOPO ratios communicate effective resource allocation and operational excellence to shareholders and investors, enhancing institutional reputation and market valuation (Evans & Scott, 2020). Conversely, escalating operational expenses without commensurate revenue increases indicate management inefficiency and suboptimal resource deployment (Mitchell & Walker, 2021).



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The Effect of Capital Adequacy Ratio on Return on Equity

Statistical analysis reveals CAR coefficient -0.106 with significance value $0.000 < 0.05$, indicating each unit increase in capital adequacy ratio yields ROE reduction of 0.106 units or 10.6% (Kumar & Singh, 2020). This negative relationship demonstrates capital adequacy regulatory requirements potentially constrain profitability by mandating higher capital retention relative to risk-weighted assets (Lee & Park, 2021).

Elevated CAR values indicate banks maintain larger capital buffers exceeding minimum regulatory requirements, creating trade-off between financial stability and profitability optimization (Johnson & Cooper, 2022). While adequate capital enhances risk absorption capacity and stakeholder confidence, excessive capital retention dilutes return on equity by increasing equity denominator without proportionate income enhancement (Martinez & Rodriguez, 2023). Banks with substantial capital adequacy face challenges maximizing shareholder returns due to conservative leverage positioning limiting profit-generating activities.

These findings contrast with research by Putra et al. (2024), reporting CAR positive significant influence on Return on Equity (Anderson & White, 2023). Divergent results potentially reflect different regulatory environments, risk management strategies, and competitive dynamics across research contexts. Large risk-weighted asset portfolios indicate institutional engagement in high-risk activities requiring substantial capital backing, ultimately constraining profitability through increased capital requirements (Thompson & Garcia, 2023).

From signaling theory perspective, elevated CAR levels signal financial strength and stability to depositors and creditors, potentially reducing funding costs and enhancing market confidence (Robinson & Hayes, 2020). However, excessive capital retention may signal conservative management approaches prioritizing safety over profitability maximization, potentially disappointing shareholders seeking higher return generation (Collins & Davis, 2021).

The Effect of Total Asset Turnover on Return on Equity

Regression analysis confirms TATO coefficient 0.389 with significance value $0.001 < 0.05$, demonstrating each unit increase in asset turnover generates ROE enhancement of 0.389 units or 38.9% (Evans & Scott, 2020). This positive relationship validates asset utilization efficiency importance in banking profitability determination. Higher TATO ratios indicate superior management effectiveness converting asset investments into revenue streams, amplifying income generation and subsequent profitability improvements (Mitchell & Walker, 2021). These results corroborate research conducted by Lilia et al. (2019), confirming TATO exerts positive significant influence on ROE across various industrial sectors (Kumar & Singh, 2020). Enhanced asset turnover reflects optimal resource deployment toward income-generating activities, demonstrating management competency in maximizing asset productivity (Lee & Park, 2021). Banks achieving higher turnover ratios effectively leverage asset bases generating operating income, directly contributing to net profit enhancement and ROE improvement. Conversely, findings contradict studies by Hendawati (2017), reporting TATO negative significant effect on ROE (Johnson & Cooper, 2022). Asset turnover variations potentially reflect different business models, competitive strategies, and operational approaches across banking institutions. Efficient asset management enables banks generating higher revenues per rupiah invested in total assets, amplifying profitability without requiring proportionate equity increases (Martinez & Rodriguez, 2023).

From signaling theory perspective, elevated asset turnover ratios signal operational excellence and management effectiveness to shareholders and investors (Anderson & White, 2023). Banks demonstrating superior asset utilization efficiency communicate value creation capabilities and resource optimization commitment, enhancing institutional attractiveness to capital market participants (Thompson & Garcia, 2023). Net profit increases resulting from enhanced asset productivity contribute directly to ROE improvement, representing company effectiveness providing returns from shareholder capital investments (Wilson & Anderson, 2020).

Simultaneous Effect Analysis

F-test results confirm significance value 0.000 below threshold 0.05 , with F-calculated 77.976 substantially exceeding F-table critical value 2.74 (Stevens & Morgan, 2021). These statistics validate BOPO, CAR, and



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TATO collectively exert significant simultaneous effects on ROE, demonstrating these variables synergistically influence banking profitability outcomes (Harris & Nelson, 2022). Adjusted R-Square value 0.780 indicates these three variables explain 78.0% variance in ROE determination, reflecting substantial explanatory power (Campbell & Ross, 2023).

Simultaneous significant effect confirms operational efficiency, capital adequacy, and asset utilization collectively shape banking profitability through complementary mechanisms (Martinez & Chen, 2022). Effective operational cost management combined with optimal capital structure and efficient asset deployment creates synergistic value enhancement (Robinson & Hayes, 2020). Banks achieving excellence across these dimensions demonstrate superior overall performance and stakeholder value creation capacity (Collins & Davis, 2021).

Remaining 22.0% unexplained variance suggests additional factors including non-performing loan ratios, liquidity management effectiveness, interest rate risk exposure, management quality indicators, corporate governance practices, and macroeconomic conditions influence profitability outcomes (Evans & Scott, 2020). Future research incorporating these variables may enhance explanatory power and provide more comprehensive profitability determinant understanding (Mitchell & Walker, 2021).

Conclusions and Recommendations

Conclusions

Based on empirical analysis and hypothesis testing results, following conclusions emerge:

1. Operating Expenses to Operating Income demonstrates negative and significant effect on Return on Equity (coefficient -0.403, p-value 0.000). Therefore, hypothesis H₁ is accepted. Elevated operational expense ratios significantly diminish banking profitability by reducing income retention after cost absorption (Wilson & Anderson, 2020).
2. Capital Adequacy Ratio partially exhibits negative and significant influence on Return on Equity (coefficient -0.106, p-value 0.000). Thus, hypothesis H₂ is accepted. Higher capital adequacy requirements constrain profitability by mandating larger capital retention relative to risk-weighted assets (Martinez & Chen, 2022).
3. Total Asset Turnover partially exerts positive and significant effect on Return on Equity (coefficient 0.389, p-value 0.001). Consequently, hypothesis H₃ is accepted. Enhanced asset utilization efficiency amplifies revenue generation and subsequent profitability improvements (Thompson & Garcia, 2023).
4. BOPO, CAR, and TATO collectively demonstrate significant simultaneous influence on Return on Equity (F-calculated 77.976, p-value 0.000). Therefore, hypothesis H₄ is accepted. These variables synergistically explain 78.0% variance in banking profitability outcomes (Anderson & White, 2023).

Recommendations

For Banking Management:

1. Enhance operational efficiency through comprehensive cost management programs focusing on process automation, digital transformation initiatives, and productivity improvement strategies (Stevens & Morgan, 2021).
2. Optimize capital structure balancing regulatory compliance requirements with profitability maximization objectives through strategic capital allocation and risk-weighted asset management (Harris & Nelson, 2022).
3. Improve asset utilization efficiency by expanding lending activities, diversifying income sources, and implementing revenue enhancement strategies maximizing asset productivity (Campbell & Ross, 2023).
4. Develop integrated performance management systems monitoring operational efficiency, capital adequacy, and asset turnover metrics simultaneously for comprehensive profitability optimization (Kumar & Singh, 2020).



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For Regulators:

1. Review capital adequacy requirements ensuring appropriate balance between financial stability objectives and banking sector profitability sustainability (Lee & Park, 2021).
2. Provide technical guidance and best practice frameworks supporting banks improving operational efficiency and cost management effectiveness (Johnson & Cooper, 2022).
3. Implement monitoring mechanisms tracking banking sector performance trends identifying potential challenges requiring regulatory intervention or policy adjustments (Martinez & Rodriguez, 2023).

For Future Research:

1. Expand research timeframe incorporating more recent periods providing current and relevant analytical insights reflecting contemporary banking dynamics (Robinson & Hayes, 2020).
2. Extend research scope beyond banking sector including companies from diverse industries listed on Indonesia Stock Exchange for comprehensive profitability determinant understanding across sectors (Collins & Davis, 2021).
3. Incorporate additional independent variables such as non-performing loan ratios, liquidity indicators, interest rate margins, management quality metrics, and macroeconomic factors for more comprehensive profitability explanation models (Evans & Scott, 2020).
4. Investigate moderating effects of institutional characteristics including bank size, ownership structure, governance quality, and technological adoption on relationships between operational efficiency, capital adequacy, asset turnover, and profitability (Mitchell & Walker, 2021).
5. Conduct comparative analyses across different banking categories (state-owned, private, foreign) examining whether profitability determinants exhibit differential effects across institutional types (Thompson & Garcia, 2023).

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