

DECLARATION OF ORIGINAL WORK

THE SIGNIFICANT OF CEO AGE TOWARDS THE COMPANY PERFORMANCE IN  
MALAYSIA



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- This work has not been submitted for any degree, locally or overseas, and is not intended for this degree or any other degree.
- This project paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## ABSTRACT

A company's performance is a reflection of the efficiency and effectiveness of strategies and decisions implemented by the top level management which led by Chief Executive Officer (CEO) for profitability organization or Executive Director for non-profitability. Every CEO has a different characteristic that may influence their preferences in making day-to-day decisions and implementing short term and long term strategies for their company's output. This study investigates the significant one of the demographic characteristics towards the company's performances which is age of CEO. Based on age, CEOs can be categorized into two groups which are senior (older) CEO and junior (younger) CEO.

Explaining that, whether of company performance will highly depends of the CEO decisions.

This paper study the significant of CEO age and the company performance by dividing the CEO into two groups which are, the senior (older) was 53 years old and above while, Junior (younger) CEO was 29 until 55 years old (HIA, 2022). This research study reviews several factors that influence company performance such as risk taking behaviour (Lopez-Graena, Mesa and Vidal, 2018), labor concern (Zhao, 2013), diversification strategy (Marinell, 2011), and financial reporting quality (Laur and Veronika, 2007). The behaviour and preference of CEO towards each of these factors will vary according to their age and these differences will indicate whose contributes the most to the company performance, whether the senior CEO or the junior CEO.

Since these factors can influence company performance, conflicts among previous researches was arises when the studies convey a different results regarding the performance between senior CEO and junior CEO. Some of them proved that senior CEO are better in a particular factors such as diversification strategy and financial reporting quality that substantially