

**CORPORATE GOVERNANCE AND ORGANIZATIONAL PERFORMANCE IN
NEPALESE TELECOMMUNICATION INDUSTRY**

A Dissertation submitted to the Office of the Dean, Faculty of Management in Partial
fulfilment of the requirements for the Master's Degree

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CERTIFICATE OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Corporate Governance and Organizational Performance in Nepalese Telecommunication Industry**”The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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REPORT OF RESEARCH COMMITTEE

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We have examined the dissertation entitled “**Corporate Governance and Organizational Performance in Nepalese Telecommunication Industry**” presented by Madan Bhusal for the degree of Master of Business Studies (MBS Semester) and conducted the viva voce examination of the candidate of the candidate. We hereby certify that the dissertation is acceptable for the award of degree.

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ABBREVIATIONS

CED	: Corporate environmental disclosure
CSR	: Corporate Social Responsibility
FRCN	: Financial Reporting Council of Nigeria
IMF	: International Monetary Fund
OECD	: Organization of Economic Co-operation and Development
ROE	: Return on Equity
SPSS	: Statistical Package for the Social Sciences

ABSTRACT

This study examines “Corporate Governance and Organizational Performance in Nepalese Telecommunication Industry”. Businesses are frequently characterized as ephemeral, narrow-minded owners who have no desire to participate in governance. We investigate whether institutional owners limit managerial discretion by limiting earnings manipulation in order to test the veracity of this claim. Numerous attempts have been made to develop corporate governance (CG) rating methodologies as a result of institutional investors' need to assess the CG practices of listed companies. In light of this circumstance, this paper makes an effort to measure how closely Greek large-cap companies adhere to global best practices. Specifically, we investigate the connection between accounting behavior measured by discretionary accruals and institutional ownership. Our results are in line with institutional investors' encouragement of myopic management practices as well as institutional monitoring. Additionally, we run triangular tests that look at the effects of managerial discretion on capital market pricing at various institutional ownership levels. Corporate governance that is efficient and founded on values is the responsibility of independent directors, institutional investors, and regulators. This essay discusses activism related to corporate governance.

Keywords: *Corporate Governance, Board Size, innovation, innovative culture, organizational performance.*

CHAPTER-I

INTRODUCTION

1.1 Background of the Study

Corporate governance has become one of most talked about issues around the world to make financial and non-financial institution to become more accountable and transparent. The corporate governance framework facilitates the local financial system's integration with the global financial market in the liberalized economic environment. The demise of well-known companies like Enron and WorldCom has rekindled discussion on the significance of sound corporate governance. But more recently, the Wells Fargo scandal exposed the persistence of unethical and unlawful sales practices (Egan, 2018).

Corporate governance has been divided into micro and macro levels, according to Lars's (2019) research. State-owned businesses see corporate governance as a crucial component of productivity at the microeconomic level. On the macroeconomic level, however, it has been seen as a component of the restructuring effort and is typically cited as being important for creating an exceptional and more lucrative investment environment in developing nations. Several nations have developed corporate governance codes and procedures in an effort to achieve the best corporate governance. According to Larbsh (2019), there should be a clear explanation of corporate governance obligations; in other words, there should be consistency in the rules and practices across different nations.

However, Melvin et al. (2020) defined corporate governance as relating to corporate control and decision-making, namely the board's structure and operational procedures. It can also be used extremely broadly, encompassing a company's interactions with a variety of stakeholders, or very specifically, referring to a company's adherence to best practice norms. Businesses all over the world are realizing that cooperation from all stakeholders is necessary for their business to thrive sustainably, which calls for adherence to the best corporate governance norms. In this sense, the management must act as trustees for all shareholders and avoid benefit asymmetry between different shareholder segments, particularly between owner managers and other shareholders.

Weak minority shareholders, poor disclosures and reporting procedures, noncompliance with laws, rules, and regulations, and a lack of independent director monitoring are all obstacles to the development of public companies and the business sector. Strong enforcement mechanisms of the legal and regulatory framework are required to rely on efficient corporate governance and foster public trust in public firms (Baral, 2021). The public's trust in the dependability of disclosure processes has been severely impacted by corporate scandals and governance failures in recent years worldwide, which have been attributed in large part to a lack of transparency and disclosure. In order to become a more dependable and competitive industry in Nepal, the country's telecommunications sector still lacks complete good governance principles.

The demise of well-known companies like Enron and WorldCom has rekindled discussion on the significance of sound corporate governance. The governance framework must guarantee the firm's strategic direction, the board's supervision of management operations, and its accountability to the entity, shareholders, and other stakeholders (Dotsey, 2022). The framework for governance enhances the interests of shareholders, reduces transaction and capital costs, and promotes business growth. The agency issues between managers and shareholders, as well as between controlling shareholders and minority shareholders, can be resolved through corporate governance processes.

The directors' duties include establishing the company's strategic goals, providing the direction to implement them, overseeing business management, and reporting to shareholders on their stewardship. The management and control of the business are referred to as corporate governance. The goal of the corporate governance mechanism is to lessen or completely eradicate principal-agent conflicts. The manager is given the authority to operate in the principle's best interest by the principal (Fernando, 2023). Governance mechanisms are put in place to support managers' roles with shareholders as a result of this division. The Board is a key component of the corporate governance system.

Corporate regulators and policy makers are realizing the benefits of a corporate governance system in protecting stakeholder interests. Following the failures of prominent US companies around 2010, there is an increasing interest in the corporate

governance standards of today's corporations. According to the OECD (2004), corporate governance is "a set of connections between an organization's management, its board of directors, its shareholders and stakeholders, and other relevant entities." These connections will require a "formal structure of oversight, responsibility, and control of organizational decisions and resources," according to Thorne, Ferrell, and Ferrell (2023).

Establishing a sound corporate governance strategy will benefit all levels of management, prevent corruption at the management level, improve the company's values, create value for shareholders, and lower investment and financial risks. Consequently, a sound, sound, and healthy corporate governance policy is a crucial factor to consider when making an investment in a business (Shen et al., 2024). By keeping an eye on managers' conduct and replacing underperforming managers, the CG mechanism seeks to protect the rights of minority owners. Corporate governance is the process used to direct and oversee businesses. The boards of directors are in charge of their organizations' governance. In terms of governance, the shareholders are in charge of selecting the directors and auditors as well as making sure that a suitable governance structure is in place (Aziz et al., 2024). Research on the elements influencing corporate governance in public firms in developing nations has been few, and there are currently few studies on the factors influencing corporate governance in public enterprises in Nepal. As a result, the present study fills this gap in Nepal, a developing nation with a developing economy. This study aims to investigate two aspects of corporate governance in Nepalese public enterprises. The following are the study's main goals and objectives: (1) to understand the key elements influencing corporate governance practices in Nepalese public enterprises (2) to comprehend how internal and external elements affect corporate governance in Nepal's telecom sector

1.2 Problem Statement

The relationship between corporate governance and firm performance has been examined in a number of studies (Shleifer and Vishny, 1997; John and Senbet, 1998; Hermalin and Weisbach, 2003), which show how good governance practices have increased economic value to firms, higher productivity, and lower risk systematic risk. Good corporate governance standards are still in their infancy in Nepal, according to empirical data. Research shows that both the public and commercial sectors lack effective governance. The literature has recently focused a great deal of attention on the topic of corporate

governance in developing nations because of the potential for these economies to thrive. Corporate governance is a very important topic. The efficacy of governance is a topic of much debate, even in developed market economies the effectiveness of governance mechanisms (Pradhan and Adhikari, 2011). The purpose of this study is to shed light on enterprise corporate governance and clarify some of the variables that affect corporate governance in Nepal's telecom sector. The factors influencing corporate governance in Nepalese public enterprises are the subject of this study. Corporate governance practices in Nepalese public enterprises are influenced by a variety of variables. This study attempts to investigate how corporate governance is affected by ownership structure, board leadership, board diversity, political impact, globalization, and technology. The study looks at how certain independent and dependent factors affect corporate governance. The corporate governance of public enterprises in Nepal may be impacted both favorably and unfavorably by the dependent and independent variables. Effective implementation of corporate governance can avert fraud, corporate scandals, and the company's civil and criminal liabilities.

Additionally, it enhances a company's public perception as a deserving firm for its debt holders and shareholders. It dictates an organization's and its employees' common values, customs, and culture. Corporate governance functions independently of the company. A firm is kept honest and out of trouble by corporate governance. Products will be flawed, management will become unscrupulous and complacent, and corners will be taken if corporate governance is not properly implemented. As a result, the business eventually fails and becomes bankrupt due to misleading financial reports, criminal inquiries, and government probes. Fear, mistrust, and contempt can drive shareholders away from dishonest and immoral operations.

Finding out how much knowledge employees have about corporate governance in public companies is another goal of this study. Although they usually don't have much influence, employees are frequently impacted by decisions made about a company's governance. Employers who engage their workforce in corporate governance frequently experience improvements in both the performance of their employees and the success of their company as a whole. In addition to improving adherence to employment laws, a setting where workers feel heard also strengthens corporate governance and regulatory compliance across the entire company. The relationship between corporate governance

and firm performance is the subject of several researches. The factors influencing corporate governance in public enterprises have been the subject of very little research. This research. This study aims to understand the current state of corporate governance in Nepal's workplace, with a particular focus on public enterprises.

The study acts as a guide for public enterprises to create excellent governance that raises the company's level of corporate governance, particularly in areas where there are significant gaps between expectations and reality to improve the corporate governance environment. The report will provide as a guide for future investigations into corporate governance in public firms or similar fields. Improved regulations allow public businesses to benchmark the strategies and policies for their productive workplace, quality improvement initiatives that enhance the public sector as a whole and may even extend to other economic sectors.

The aforementioned problem statement has prompted the following research questions.

- i. Does Nepal's telecommunications sector adhere to corporate governance?
- ii. How do corporate governance factors relate to one another in Nepal's telecom sector?
- iii. Does organizational performance in Nepal's telecommunications sector depend on corporate governance factors?

1.3 Research Objectives

Understanding how internal and external factors affect corporate governance in Nepal's public firms is one of the study's goals.

The specific objectives are:

- To evaluate the level of corporate governance implementation in Nepal's telecommunications sector.
- To examine how different corporate governance elements relate to one another in the Nepalese telecom sector.
- To investigate how corporate governance elements affect the organizational performance of Nepal's telecom sectors.

1.4. Hypothesis

H1: The Nepalese telecommunications industry's organizational performance is impacted by board size.

H2: The Nepalese telecommunications industry's organizational performance benefits from board independence.

H3: The Nepalese telecom industry's organizational performance is positively impacted by board diversity.

H4: The Nepalese telecom industry's organizational performance is significantly impacted by the number of board committees.

H5: The organizational performance of the Nepalese telecommunications industry is positively impacted by annual board meetings.

H6: The Nepalese telecom sector's organizational performance is positively impacted by innovative culture.

1.5 Rationale of the Study

The variables that influence corporate governance of telecom industry in Nepal are considered in this study. A study should be carried out in order to identify the main factors that determine corporate governance in the telecom industry. This paper tries to examine the influence of various variables on corporate governance practices of Nepalese telecom industry. This will demonstrate the effects of the elements on the corporate governance practices in the telecom industry. This analysis will contribute to the performance of the telecom industry in Nepal in that the factors that affect corporate governance are investigated. Moreover, this research will illuminate on some of the variables that are most and least pertinent on corporate governance within the workplace. The conclusions made in the study will make a substantial contribution to the existing knowledge of the issues and current state of corporate governance in the Nepalese telecom market. The study can be generally applicable to scholars that are studying the factors affecting corporate governance in enhancing business performance since it is among the few that has analyzed the factors affecting corporate governance in the Nepalese telecommunications industry. By and large, the study offers practitioners an in-depth understanding of corporate governance and a clear vision on the issues affecting corporate governance in the telecom sector in Nepal.

1.6 Limitations of the Study

Every single study has certain limitations. The study will therefore have the following significant limitations.

- i. There is a time limit on the research, which could affect how thorough and in-depth the study is.
- ii. Since the analysis is based on primary data, any departure from reality could be ascribed to the respondents' subjective business viewpoints.
The study may have missed other elements that could affect corporate governance because it only takes into account a small number of components as independent variables.
- iii. The results can't be applied to the larger Nepalese industrial market because the focus is solely on the telecommunications industry.
- iv. Only Kathmandu is included in the sample collection, and the small sample size might not fairly represent the various sectors.
- v. Subjectivity is introduced into the results because responses are impacted by the respondents' moods, emotions, and mental states during the questionnaire administration process.

CHAPTER-II

LITERATURE REVIEW

The factors influencing corporate governance in Nepal's public firms are reviewed in this chapter. The theoretical framework that explains the connection between the independent and dependent variables is also presented.

2.1 Conceptual Review

The phrase "business governance" comes from the Spanish "Gubernare," which means "to rule or direct" (Bhasin, 2009). Corporate governance is practiced in many countries and has existed for as long as corporations. varied cultures and countries have varied definitions of corporate governance. However, the definitions can be broadly classified as both limited and broad. In the narrow classification, shareholders are the main focus of corporate governance since they feel that firms are primarily accountable to them. However, the more all-encompassing perspective expands companies' responsibilities to include their stakeholders. European and Asian countries often employ the broader model, while Anglo-American countries (the US and the UK) usually employ the narrow model (Aguilera and Cuervo-Ccazurra, 2009).

Smith claimed that because ownership and control were kept apart in businesses, professional managers had little incentive to run the company efficiently. Smith's theory states that if shareholders want managers to act in their own best interests, they must discover ways to control their behavior (Reddy, 2010). When corporate governance first appeared in 1662, a conflict of interest existed between a number of directors and shareholders of the Dutch East Indies Company (Jongh, 2011). In 1776, Adam Smith voiced concerns about how ownership and management were divided in large corporations. In public businesses, corporate governance refers to the set of policies, procedures, and guidelines that control how the management of these businesses interacts with their stakeholders, which include shareholders, workers, clients, and the general public. It is essential to guaranteeing these organizations' accountability, openness, and efficient decision-making.

2.1.1 Principles of corporate governance in public enterprises

1. Transparency

Transparency is one of the major elements of corporate governance. Public corporations must disclose relevant information to its stakeholders, including financial reports, systems of governance and decision-making processes. Open processes promote accountability and build trust with the stakeholders. Honshu (2017).

2. Accountability

Public companies have the responsibility of responding to their stakeholders. This is the holding of the management and the board of directors accountable to their actions and performance. Clear lines of accountability and reporting procedures are useful to ensure that decisions are made in the best interests of the stakeholders and the management is supervised properly. Goet(2019).

3. Board of Directors

The board of directors is one of the most important elements of corporate governance. Good supervision and decision-making is pegged on the experience, independence and composition of the board. Board of public company boards should be diverse in terms of background and skill sets in order to make well-informed decisions (Reddy, 2010).

4. Shareholder Rights:

Protection and maintenance of shareholder rights is a very important aspect of corporate governance. To ensure that shareholders are able to exercise their rights, systems that enable them to vote on significant issues and access relevant information should be established in the case of the public companies (Khanal et al., 2013).

5. Ethical Conduct:

Corporate governance should promote ethical conduct at every organizational level in the case of a public business. This involves establishment of a code of ethics, promotion of the culture of honesty, and prevention of conflict of interests. Ethical conduct enhances reputation of the company and develops trust by the stakeholders. Honshu (2015).

6. Risk Management

The risks that face the public organizations are financial, operational, and reputational just to mention a few. Effective corporate governance requires strong systems and procedures of risk management to identify, assess and mitigate risks. This will ensure sustainability of the business in the long-term and will assist in protecting the interests of the stakeholders.

7. Stakeholder Engagement

Public businesses should interact with their stakeholders in order to know their needs and expectations. Engaging the stakeholders may assist in steering the decision-making process and ensuring that the management considers the needs of all the relevant parties. Jensen and Fama (1983).

8. Legal

No schemes or laws exist to regulate the management of the company. Regulatory Compliance: There are no schemes or laws that govern the running of the company. Another important aspect of corporate governance is compliance with the applicable laws, rules, and standards. Among the relevant law and regulatory requirements, there are financial reporting standards, labor regulations, and environmental regulations, to name a few, that must be adhered to by the public firms (Pradhan and Adhikari, 2011).

9. Performance Monitoring

The performance of the public firms must be monitored to ensure proper corporate governance. Regular review of financial performance, operational performance, and strategic objectives ensures accountability and makes it possible to take remedial action. Meckling (1976).

10. Political Influence

Public companies are prone to politics due to their ownership by the government. Political factors can influence decision-making, appointment of board members, strategic direction and allocation of resources. Balancing between political interests and the need to have an independent and efficient governance is one of the most pivotal issues of the governance of a publicly-traded company. Jensen and Fama (1994).

11. Performance appraisal and Rewards

Performance evaluation systems should be incorporated in the public enterprises to evaluate the efficiency of the governance practices. This could include the performance of the board, the management and the performance of the individual directors. Board members and executives can have their interests aligned to the long-term success and sustainability of the organization by the use of performance-based incentives (Pradhan and Adhikari, 2011).

12. Continuous Improvement

Corporate governance in the public companies should be perceived as an ongoing improvement process. To sustain good governance procedures, it is necessary to conduct regular inspection, compare with the best practices, and be flexible in reaction to changing conditions. Goet(2020). To sum it up, there are numerous values and practices incorporated in corporate governance within the public business to ensure transparency, accountability, ethical conduct, and stakeholder engagement. By establishing effective governance structures, public organizations can enhance their performance, build trust and execute their responsibilities to stakeholders and the general population.

2.1.2 Components of Corporate Governance

Corporate governance is a dynamic and intricate topic that has attracted a lot of attention in recent decades by academics, politicians, and practitioners. It encompasses systems, procedures and methods of managing and guiding businesses. This theoretical work presents the key aspects, the theoretical frameworks, and the existing issues that are associated with corporate governance.

Board of Directors: The board is one of the key foundations of corporate governance. It consists of individuals who are in charge of the management of the strategy, performance, and management of the business. **Shareholders:** Shareholders, being the owners of a company are also very critical in the aspect of governance in companies as they can vote and also to keep directors accountable. The mechanisms of shareholder involvement are in the form of proxy voting and shareholder meetings. **Management:** CEO and other corporate executives are responsible to operate the business on daily basis. Management is important towards attaining the company goals and ensuring long term sustainability. **Regulatory Framework:** Codes of best practice and regulatory bodies can often influence

corporate governance. Such regulations are supposed to promote accountability, transparency and ethical behavior in companies. Goet (2018).

2.1.2 Modern Day Problems in Corporate Governance

Transforming Board Diversity: The need of boards being diverse in providing various perspectives as well as improving decision-making processes is growing. Some of the factors that should be considered include gender, ethnicity and cognitive variety.

Executive Compensation: There has always been an issue of ensuring that the compensation of the executives is based on the performance of the business. There might be issues of accountability and fairness caused by excessive CEO compensation.

Environmental, Social, and Governance (ESG) Elements: Stakeholders are increasingly putting pressure on businesses to respond to ESG (social responsibility, climate change, ethical governance) issues. The inclusion of ESG in corporate governance is one of the major challenges.

Digital Transformation: Fast adoption of technology and digitization introduces new governance problems related to cybersecurity, data privacy, and the right application of artificial intelligence.

Supply Chain Risks and Globalization: Internationalization incurs business to diverse codes of conduct and delivery disruptions. These challenges must be handled with good governance (Pradhan and Adhikari, 2011).

In conclusion, corporate governance is a dynamic area that has an impact on the way companies operate and the perception of the stakeholders. Its effectiveness requires a delicate balancing act between theoretical knowledge and practical use as well as regulatory frameworks. The current problems require a proactive approach where responsibility, transparency, and moral behavior in the business arena are highly prioritized.

2.2 Theoretical Review

A theoretical review of corporate governance is an examination of various theoretical positions, models and frameworks that illuminate the concepts, procedures and methods of corporate governance. Such concepts help us understand the rationale of the corporate governance and its role in influencing the relationship of stakeholders, organizational behavior, and performance. Some of the theoretical positions that are often used concerning the field of corporate governance include:

2.2.1 Theories on corporate governance

Corporate governance is becoming increasingly important, especially when it comes to insider surveillance. This study now examines some theoretical findings that are pertinent to the research. The fundamental theories of corporate governance, such as resource dependency theory, stewardship theory, agency theory, and stakeholder theory, receive particular attention.

2.2.1.1 The agency theory

Agency theory focuses on assisting managers and managers' interests. It is based on the notion that the interests of a company's owner and management are inherently at odds, according to Fama and Jensen (1983). It is based on the notion that the goals of management and the owner are fundamentally at odds (Fama and Jensen, 1983). This dispute didn't emerge until the expansion of capitalism in the late 1800s and early 1900s, which resulted in a general division of the corporation's ownership and control functions. Its definition is the interaction between the principle and actors (executives and managers).

According to the agency hypothesis, shareholders anticipate that the agents will act and decide in the best interests of the principle. On the other hand, the agent does not necessarily act on the best interests of the principal. They might be having contrary interests such as expanding their market share, maximizing their remuneration or be committed in some projects. Jensen and Meckling (1976) developed this theory, arguing that agency costs are a crucial part of the management/ownership relationship. This agency dilemma has been explained in a number of significant studies, which highlight the obvious managerial self-interest.

2.2.1.2 Stewardship theory

Stewardship theory, in contrast to agency theory, asserts that managers are fundamentally trustworthy people who take good care of the resources entrusted to them (Donaldson, 1990; Donaldson and Davis, 1991, 1994). Because they work for the company they oversee their entire careers, internal directors have a deeper understanding of the business than outside directors, which enables them to make better judgments. Because most inside directors naturally strive to maximize profit for owners, stewardship theory proponents argue that higher organizational performance is associated with a majority of them. In

order to lower agency costs and increase the CEO's and chairman's role as stewards in the company, stewardship theory proposes combining their roles. Empirical research has shown that combining these theories, as opposed to separating them, has improved returns (Donaldson and Davis 1991).

2.2.1.3 The stakeholder theory

Stakeholder theory, which has its roots in the management discipline, has steadily developed as a result of corporate accountability to a wide range of stakeholders. Wheeler et al. (2003) claim that stakeholder theory is the outcome of integrating sociological and organizational research. Stakeholder theory emphasizes the role of any organization or individuals associated with the business. This strategy highlights the numerous groups that depend on the business. This concept attempts to address the group of stakeholders who require and merit management's consideration. Making its members prosperous is the aim of an organization, which is a system with stakeholders. The network of connections with other groups may have an impact on the decision-making process since stakeholder theory focuses on the nature of these interactions. These connections affect the company's and its stakeholders' procedures and results. Accordingly, this theory emphasizes managerial decision-making and holds that all stakeholders' interests have intrinsic value and that no set of interests is presumed to be more important than any other.

2.2.1.4 Resource dependence theory

Stakeholder theory concentrated on relationships with multiple groups, whereas resource dependency theory concentrated on the board of directors' role in providing access to resources necessary to maximize performance. According to Hillman, Canella, and Paetzold (2000), resource dependency theory focuses on the role directors play in providing or acquiring essential resources for a business through their relationships with the outside world. Resources have been said to improve a company's performance, survivability, and organizational functioning (Daily et al., 2003). As a result, a variety of directors are appointed who contribute resources to the company, including knowledge, expertise, and connections to important stakeholders including suppliers, customers, legislators, and social groups. Etc. Directors fall into four groups, including There are no widely recognized definitions of what constitutes an important resource because resource dependence theory borrows from both the sociological and management disciplines

(Pettigrew, 2004). Sociologists have tended to focus on three different kinds of connections: connections to competitors, access to financing, and connections that a board offers to a country's economic elite. The appointment of representatives of independent organizations as a way to obtain access to resources essential to business performance is, in fact, the emphasis of resource dependency theorists. insiders, business leaders, support personnel, and significant members of the community.

2.3 Empirical Review

According to Johnson and Williams (2013), corporate governance issues and unethical business practices caused a number of American companies, including XEROX, Worldcom, Enron, and others, to fail around the start of the new millennium. The business world's issues are mostly related to the inability to protect shareholder interests. Corporate theft has increased dramatically in the last few years. It appeared that the current regulatory structure was insufficient to address corporate fraud. In order to prevent corporate frauds in the future, it is necessary to take action against companies who make mistakes.

Corporate governance and bank performance in Nepal were highlighted by Aziz, Gill, and Cheema (2013). In recent years, corporate governance has become increasingly important. With the release of the Cadbury Report, this is especially true. Corporate governance, according to the paper, is the framework that directs and controls businesses. Companies may suffer if there is poor corporate governance. The process by which lenders to corporations guarantee a return on their investments is known as corporate governance. supervising each entity's financial statement reporting procedure. The audit committee constantly monitored the credibility of the accounting information (financial statements) since the management is responsible for them. Another system that maintains good governance is the board of directors.

Boards of directors play a role in exercising a company's governance, according to Bezemer et al. (2014). The board's expertise and supervisory abilities assist businesses in carrying out effective monitoring, which promotes good governance. Institutional ownership is the final component. It is simple for investors with a large number of shares to keep an eye on good governance practices. Governance is the act or process of ruling. When it comes to a well-organized business sector, it is the means by which an organization is guided or managed. The success of a corporation is greatly impacted by

the relative effectiveness of corporate governance. Customers, workers, creditors, distributors and suppliers, the community, and owners all have responsibilities that must be fulfilled honestly and in accordance with current laws and regulations. The process of determining the monetary worth of an organization's operations and policies is known as the state of finances. Leverage, liquidity, and profitability are all measures of these results. By assessing a company's financial performance, decision-makers can quantify the outcomes of business strategies and actions in objective monetary terms. Ratios are typically used to evaluate the financial performance of an organization.

Olaifa and Ajagbe (2015) pointed out that the importance of financial decisions in bank performance is evident since many of the causes of failure may be successfully addressed with strategies and financial decisions that drive growth and the bank's objectives. Numerous studies indicate that inadequate financial planning restricted finance availability, a shortage of capital, unexpected expansion, poor financial and strategic forecasting, excessive fixed-asset investment, and capital mismanagement are the primary reasons why businesses fail. Financial methods created and put into practice by commercial banks can effectively handle several of these reasons of failure. However, for a considerable amount of time, the study of financial decisions has been restricted to major organizations, the subject of published research. Considering the. However, for a long time, the study of financial decisions has been restricted to big businesses, about which a lot of research has been published. Examining the need to improve corporate governance and guarantee sound financial decisions in banks is therefore relevant given the range of actions that have impacted banks' attempts to adhere to the various consolidation policies and the backgrounds of some bank operators in the Nigerian banking sector. This will increase public trust and guarantee the banking system operates effectively and efficiently. The goal of well-designed and executed financial management is to positively contribute to the development of a company's value. A bank's financial performance is influenced by both internal and external factors. Internal factors are aspects unique to a bank that result from its operations and are shown in its profit and loss statements and balance sheets. The financial performance of the banking industry is impacted by external factors that are not brought about by a bank's operations but rather reflect the broader state of the economy. Because of this, a bank's operations (internal factors) and the overall state of the economy (external factors) have a significant impact on its financial performance.

An essay titled "Factors Influencing Corporate Governance of State-Owned Enterprises in Nigeria: The Case of Imo State" was published by Nwafor et al. in 2017. The demise of well-known companies like Enron and WorldCom has rekindled discussion on the significance of sound corporate governance. But more recently, the Wells Fargo case exposed the persistence of unethical and unlawful sales practices. "A system of interactions between an organization's management, its board of directors, its shareholders and stakeholders, and other relevant entities" is the definition of corporate governance. The Anglo-Saxon model, which focuses on property and enterprise, is frequently called the US or UK model. The most widely used model is Continental-European, as "Shareholders participate in the organization's management and control and share its interests. Nonetheless, shareholders often elect CEOs and members of the Board of Directors (BOD) in each of these arrangements. A strong legal and regulatory framework facilitates a company's formal operations, legal entry, and legal exit while also reflecting the values of the underlying business culture. Operational legal framework as legal safeguards for minority investors and the degree of financial and economic advancement. The authors went on to say that these variables may have an impact on expenses and advantages. Numerous studies that have already been published have connected political influence to corruption, poor economic growth, and a lack of transparency and disclosure. One of the main external variables influencing corporate governance is social and cultural influences. Corporate.

Bhattraï, (2017) has published in their article impact of corporate governance on Nepalese banks' financial performance that, more than ever, corporate governance seemed to be a global problem and trend in the majority of the business sectors of public concern. Credibility, accountability, and openness are key components of corporate governance. Maintaining an efficient disclosure of information that will promote successful business performance is also important. This study looks into the connection between Nepal's commercial banks' corporate governance and financial performance. It specifically looks at how return on equity and nonperforming loans are affected by the size of the board, the audit committee, and the percentage of independent directors. The secondary data used in this study was gathered from 13 Nepali commercial banks' annual reports. Samples for this study were drawn from 65 observations made between 2010 and 2015. The study concludes that while the size of the audit committee and the percentage of independent

directors have a positive effect on the financial performance of commercial banks in Nepal, the size of the board has a negative effect.

Sugiyanto¹ and Assagaf (2018) studied on Misleading accounting information is harmful to all readers of financial statements and has an impact on the execution of sound corporate governance in control of operations and finance. The financial statements and the notes that go with them are represented by accounting information. The quality of accounting data that management provides to users determines how credible financial statements are. A number of businesses, including Enron and Lehman Brothers, filed for bankruptcy as a result of poor governance. When institutional ownership, the board of directors, and the audit committee are present, good governance is practiced. The audit committee is in charge of keeping an eye on the hired external auditor and managing the business itself. The audit committees were charged with rigorously enforcing corporate governance when accounting scandals occurred in prior years.

Zografia, Madina, and Catherina, (2019) studied on the effect of corporate governance on the financial performance of Nepalese commercial banks. Any corporate firm's ownership structure establishes its framework and specifies the quantity of stock held by institutional or individual investors. Big shareholders are institutional investors in publicly traded companies in both developed and emerging economies. Numerous existing research have found a correlation between ownership structure and performance and growth. a substantial correlation between the firm's financial performance and the makeup of the board. Any company's size affects how effective its board members are. The OECD claims that companies with smaller boards are often more productive than those with larger boards. However, Kula believed that the CEO could more readily manipulate a smaller board. In certain Nigerian Numerous research on board diversity have demonstrated that it has a favorable correlation with return on assets, return on investment, and shareholder value. Businesses in the majority of Arab and African nations have done little to change prevailing perceptions about gender and race. Research indicates that companies with competent and ethical management are more likely to draw in investors than those with poor management. There is a positive correlation between well-trained and experienced CEOs and the growth and performance of businesses, as evidenced by certain Nigerian companies that have been found to have seriously violated

corporate governance regulations. Lastly, the BOD's demographics may have an impact on the company's corporate performance and tactics.

Abigail (2020) has published An article about board effectiveness and corporate governance that goes beyond formalism. The topic of corporate governance has garnered significant attention in both academic research and real-world applications since the mid-1980s. "The means in which suppliers of funding to corporations ensure themselves of gaining a return on their investment" is the definition of corporate governance. the broader definition, which states that "corporate governance deals with procedures by which stakeholders of a firm exercise influence over corporate insiders and management such that their interests are protected." Policymakers, institutional investors, businesses, and academics place corporate governance at the top of their agendas because it involves establishing priorities, assigning authority, and structuring accountability. Recent business scandals in the United States and Europe (Enron, WorldCom, Ahold, etc.) sparked new discussions. In order to restore investor trust in the wake of these corporate disasters, fundamental concepts and regulations are being examined and reinforced. The shared concern for the efficiency of the boards of directors is at the core of these corporate governance reforms. Williamson contended that "the board of directors should be seen largely as a governance structure protection between the firm and shareholders of equity capital," therefore this is not surprising. Experts, activists, and corporate governance rules have long pushed for modifications to the board composition. The appointment of independent directors and the creation of board committees in areas with conflicts of interest are two of the changes. These structural changes are thought to be crucial ways to strengthen the board's authority, safeguard the interests of shareholders, and ultimately boost shareholder wealth.

The actors in putting corporate governance into practice are investors who hold the majority of the company's shares (Hennesy, 2015). The principal-agent relationship and the notion of agency are connected by the aforementioned propositions. Because the agent is in a position to know more about the company than the principle, the interaction between the two parties may result in information imbalance (asymmetrical information). If people behave in a way that maximizes their own interests, then the information asymmetry will incentivize agents to conceal knowledge that the principal is unaware of. The agent may use earnings management to influence the accounting numbers shown in

the financial statements under such asymmetric circumstances. Corporate governance is one technique to keep an eye on contract concerns and prevent opportunistic management behavior. Transparency, accountability, fairness, and responsibility are the primary corporate governance principles that must be taken into account in order to establish strong corporate governance procedures. In order to minimize profit management activity, corporate governance aims to reduce knowledge asymmetry between principals and agents.

Ali (2021) has published an article on corporate governance frameworks' impact on environmental disclosure in emerging markets. The public's awareness of corporate environmental disclosure (CED) as a crucial topic for both academic literature and the business sector is growing as a result of significant changes in the global climate. CED addresses how a company interacts with its immediate surroundings. It shows whether managers have made responsible steps to enhance and safeguard the environment overall that are also in line with their businesses' objectives. The process of using corporate annual reports to inform external parties on how a company's economic operations affect the environment. To address the mitigation of greenhouse gas emissions and other environmental consequences on humanity, various governmental and international bodies have launched a number of environmental policies and initiatives, such as the Kyoto Protocol in 1997 and, most recently, the United Nations Framework Convention on Climate Change (UNFCCC), also known as the Paris Accord.

Goet (2022) has explained that Certain aspects of global economic development and financial stability, such credit supply, depend on bank performance and efficiency. Authorities need banks to have enough capital to absorb losses and curb moral hazard in order to maintain a sound financial system. The rules, procedures, policies, regulations, and organizations that affect how a corporation is run and governed in order to increase accountability and commercial prosperity are collectively referred to as corporate governance. Reducing agency conflict is the goal of good corporate governance. Because banks are subject to strict government regulation and have depositors in addition to stockholders, their corporate governance may differ from that of other businesses. Consequently, it is advised that a more thorough comprehension of corporate governance be applied to the banking industry. Inside. The number of directors, board size, and board independence are examples of internal corporate governance practices. The process of exercising authority over corporate entities is known as business governance. Corporate

governance was defined as a broad word that encompasses a variety of difficulties resulting from interactions between senior management, shareholders, boards of directors, and other business stakeholders. The growing number of bankruptcies brought on by fraud or financial accounting problems has drawn more attention to the subject of corporate governance in recent years. The firms' lack of corporate governance regulations frequently resulted in biased reporting, inconsistent accounting procedures, and a rise in personal interest. Financial performance is a gauge of how well a business uses its resources to produce.

Judith et al., (2023) has published on their Factors Influencing Corporate Governance and How They Affect the Quality of Accounting Information: Indonesia Trusted Company understanding that the rights and claims of non-financial stakeholders can be protected by corporate governance mechanisms. Customers, warranty holders, workers, suppliers, and other members of the general public who might have claims against the company are among these claimants. For instance, non-financial claimholders of a limited liability business include those who have jury claims in product liability lawsuits. A sharing rule between the group of all financial claimants and non-financial claimholders is specified by corporate limited liability. Therefore, between capital claimants and non-financial claimholders, corporate limited liability may result in agency costs. It is actually possible to think of the capital claimants as possessing a call option to repurchase the company's assets for a zero exercise price. Corporate insiders may make investment decisions that are not optimal from the perspective of the welfare of all claimholders (financial and non-financial) as a result of such a remuneration structure. Put otherwise, corporate limited liability will lead to investment decisions that diverge from the best ones for society.

Wahidahwati (2024) has published in their article that To ensure that firm management complies with the relevant laws and regulations, it must be monitored and controlled. To put it another way, putting effective corporate governance into place is one approach to make sure that managers will work hard to accomplish company objectives, such as raising the company's financial performance. Investors in the market will react favorably to a firm's improved financial performance, which will raise the company's stock price (company value) (Dang, Thu, Nguyen, and Tran, 2020).

2.5 Research Gap

In the analysis of the aforementioned literature, it can be established that corporate governance theories attach much weight to the board of directors in alleviating the agency problems brought about by the intense division of ownership and control. The agency theory acknowledges that the owners and the agents have a conflict of interest because of the prevalence of ownership and management separation within the contemporary corporations. As stated above, the paper has led to examine the effects of external and internal forces on the corporate governance of the Nepalese government-owned corporations. This review explains the state of corporate governance in the developing countries.

This is a major corporate governance issue among the public corporations, as the principal-agent dilemma that can threaten the stability where the incentives of the management and directors do not coincide with those of the owners of the company (Kern, 2004). Consequently, the management can have varying risk preferences with the owners and other stakeholders of the company including creditors, employees, and the ordinary citizens. Improving corporate governance in social-development countries such as Nepal can help in achieving several major objectives of a social policy. Besides enhancing property rights, reducing transaction cost, cost of capital and encouraging capital market development, good corporate governance reduces vulnerability of the emerging markets to financial crisis. On the other hand, poor corporate governance framework will discourage foreign investment and reduce investor confidence.

Consolidation of the telecommunications industry in Nepal is currently being experienced in terms of the organized sector of the economy. Corporate governance is even more influential at this stage of development. Up to now, recent studies of corporate governance in third world economies have been numerous. It has been largely ignored by researchers (Rashid & Islam, 2008). Corporate governance studies must be given priority in Nepal also, in the number and scope of studies.

The gap in the existing and previous studies is known as the research gap. Many academics, specialists and students conducted a previous research on the factors that have an impact on corporate governance of a public firm. There is just one business that was covered in previous studies related to this case study. In previous studies In public

companies, corporate governance is not calculated considering internal and external factors. Judith and associates (2022). The number of studies that focus on evaluating the effect of internal and external variables on corporate governance in the Nepal based public enterprises is limited even though a significant number of studies have developed corporate governance indices utilizing different methods to explore the influence of various variables on the corporate governance.

This study evaluates the effectiveness of past or present reforms of corporate governance in Nepalese state-owned companies. Analyze the outcomes of reforms, challenges in their implementation and their impact on processes of governance. To establish how these variables affect corporate governance, this study has put into consideration both the internal and external factors as independent variables. The proposed research is an empirical research on the critical issues that surround operations of corporate governance in the public companies of Nepal and how they can be improved to enhance performance and success of the Nepalese public sector. Also, four state-owned enterprises are taken in the current study as the object of research. Further, the research paper would help in identifying factors that influence most and least on corporate governance among Nepalese public.

CHAPTER- III

RESEARCH METHODOLOGY

3.1 Introduction

The significance of the complete research methodology and the techniques used for this study are explained in this chapter.

3.2 Research Design

The study's objective was to determine how corporate governance affects organizational performance in Nepal's telecom industries. To achieve the goals of the study, a questionnaire was used for the survey. For this study, both a descriptive and a causal research design were used. A series of questionnaires were created and given to respondents in order to gather data for this study. It was a self-administered questionnaire.

3.3 Population, Sample and Sampling design

The population, sample, and sampling design concepts are essential to carrying out this study. All workers in Nepal's telecom sector are regarded as the population, but 900 employees of Nepal Telecom and NCELL, the country's two biggest telecom companies, were used as the study's sample frame. The company employs a huge number of people. For unknown populations, Roscoe (1975) suggests a minimum sample size of 150. Thus, the study's sample size was 250. Convenience sampling is the method used for sampling in this study. A convenience-sampling technique was employed to choose a sample from the Nepalese telecom industry.

3.4. Instrumentation and Data Gathering

Primary sources of data served as the foundation for this investigation. Employees in the telecommunications sector have been used to collect data. The telecom industry responders come from a variety of telecom industry branches in the Kathmandu Valley. To gather data, standardized Likert scale questions were used. Fifty-five items pertaining to BSZ, BID, BDV, NBCM, BM, INV, creative culture, and organizational performance are examined in this study. A five-point Likert scale, with 5 representing strongly agree and 1 representing strongly disagree, is used to measure each item in great detail. A five-Likert scale was chosen for a number of reasons, including its capacity to

lessen respondent annoyance or dissatisfaction, which eventually results in higher response rates and better answer quality (Sachdev&Verma, 2004).

3.5. Data Analysis

The processing of data was done in a methodical manner so that accuracy and consistency could be attained in the final results of the research. The SPSS and the Microsoft Excel were used to interpret and analyze the data. The data were presented using several techniques such as tables and diagrams. To extract conclusions out of the data collected, other forms were used including ANOVA test, t-tests, mean, frequency distribution, standard deviation, correlation and regression.

Mean or Average

A cluster of numbers symbolized by a mean line. In other words, average quantities are the ones that comprise the great majority of quantities. The most popular mean is the arithmetic mean also known as the average. It is obtained by dividing the total value of the number of variables with their sum. An average is an arithmetic mean of a

$$\text{variable. Mean} = \frac{\sum X}{N}$$

Standard Deviation

The most popular and effective technique for assessing dispersion is the standard deviation (S.D.). The ranges and magnitudes of the deviations from the mean or median are shown. It measures the absolute dispersion. Larger standard deviation values increase variability, and vice versa. It is the positive square root of the average sum of squares of the deviations of the observations from the arithmetic mean of the distribution.

$$\text{Standard Deviation} = \sqrt{(\sum (x - \bar{x})^2) / n}$$

Correlation analysis

Correlation is one of the most useful statistics. Stated differently, correlation is a statistical indicator of the strength of the relationship between two variables. When a change in one variable seems to be connected to a change in the value of another, two or more variables are said to be correlated. Correlation, to put it simply, indicates the strength of the relationship between two or more variables. It offers no understanding of the cause-and-effect connection.

Both positive and negative associations are possible. The correlation ranges from -1 to +1. Two variables are closely connected when Pearson's correlation (r) is close to 1. This implies that changes in one variable have a substantial impact on changes in the other. There is a tenuous correlation between two variables when the correlation coefficient (r) is near to zero.

3.6. Model Specification of Study

One statistical method for determining a criterion's value from multiple independent, or predictor, factors is multiple regressions. It involves combining several elements at once to determine how and to what degree they influence a particular result. It can be used to predict how corporate governance practices would affect an organization's performance. Point estimates can be obtained by multiple linear regression analysis.

Regression model

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + E_i$$

Where,

Y stands for Organizational Performance.

Board Interdependences (X_1)

X_2 = Size of Board

X_3 = Diversity on the Board

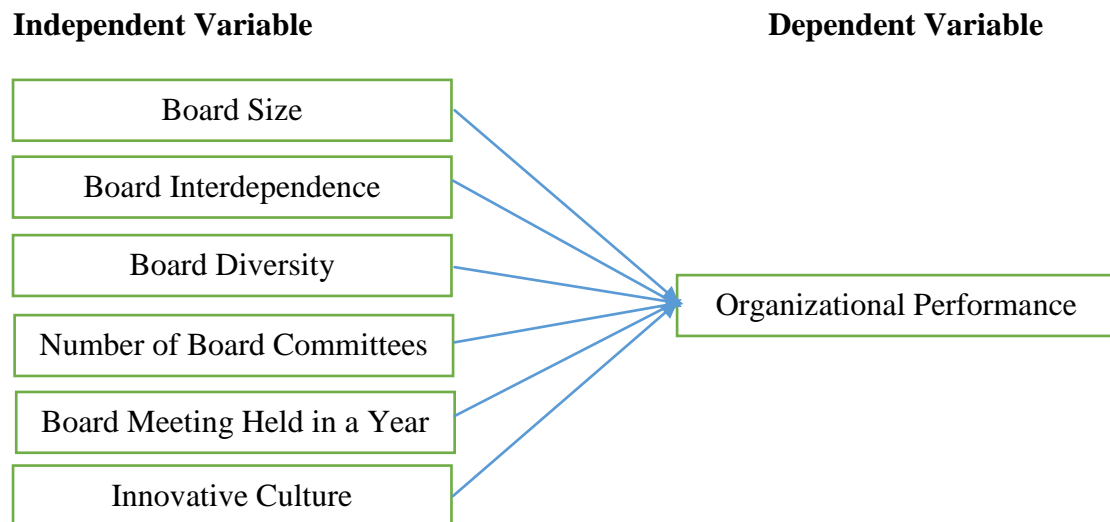
X_4 is the number of board committees.

X_5 = Annual Board Meetings X_6 = Innovative Culture

a = Constant E_i = Error term

3.7. Research Framework and Definition of Variables

After a thorough review of publications and research, the conceptual version that follows illustrates the connection between corporate governance, overall banking performance, and sustainable banking.

Figure 1*Research Framework**Source: Sajjad Nawaz Khan et al., (2019)***Board Size**

The number of people on a company's board of directors is referred to as the board size (Aziz et al., 2022). An organization's communication dynamics, decision-making procedures, and general governance efficacy can all be impacted by the size of the board.

Board Independence

The degree to which members of a board of directors are impartial and unrelated to the business, its management, or major shareholders is known as board independence. Goet (2021). In order to ensure impartial decision-making and efficient supervision of management actions, as well as to minimize potential conflicts of interest, board independence is essential.

Board Diversity

Including people from various backgrounds, perspectives, and demographics on a company's board of directors is known as board diversity. Abigail (2011). A diverse board improves governance and decision-making by bringing a range of viewpoints, abilities, and ideas.

Number of Board Committees

Roscoe (2018) asserts that the number of board committees represents the specialized groups set up within the board to manage specific tasks or responsibilities, such as audit committees, pay committees, or governance committees. Board committees enable more focused attention to crucial aspects of governance and offer specialized knowledge.

Board Meetings Held in a Year

Board Meetings conducted in a Year shows how frequently the board of directors meets formally over a given period of time, typically a year (Rashid & Islam, 2008). The frequency at which the board meets is one of the factors that influence its ability to deal with emerging issues, make strategic decisions, and maintain open lines of communication with the management.

Innovative Culture

The innovative culture of an organization is comprised of the shared beliefs, attitudes, and behaviors that encourage and support experimentation, innovation, and development of new ideas. Honghui (2017). Innovative culture promotes the staff members to present creative solutions and this increases flexibility and competitiveness of the company.

Organizational Performance

The perceived organizational performance is a subjective evaluation of the performance of the company in reaching its goals and objectives according to the people who work or are related to the company (Abigail, 2022). This indicator that puts into consideration the variables other than the traditional financial indicators, gives the subjective perception of the efficacy and performance of the organization.

CHAPTER -IV

RESULT AND DISCUSSION

The results based on data collection are analyzed, discussed, and interpreted in this chapter. The primary data used in the analysis was gathered from respondents' completed questionnaires. Software called the Statistical Package for the Social Sciences (SPSS) is used to examine the data. Tables and diagrams are used to portray the data so that it is easy to understand. The meaningful association between various variables has also been examined using the mean, standard deviation, and frequencies. The data analysis process makes heavy use of tables and figures.

4.1 Presentation of Results

In total, 250 responses were collected for this study and the questionnaire both online and in print via various social media platforms or in person. A total of 250 respondents who worked in the telecommunications industry were asked about their understanding of organizational performance.

4.1.1 Gender Group of Respondent

Table 1 displays the respondent's age group. Of the 250 respondents, 93 were female and 157 were male. The outcome indicates that men made up the majority of responders.

Table 1

Gender Group of Respondents

Gender Group	Frequency	Percent
Male	157	62.8
Female	93	37.2
Total	250	100

Sources: Field Survey, 2024

4.2 Age of Respondents

Table 2 shows the respondent's age. Twenty-eight of the 250 responders were under thirty. Of the responders, 109 were between the ages of 31 and 40. Of the responders, 113 were between the ages of 41 and 50. According to the results, the greatest number of employees were between the ages of 41 and 50.

Table 2*Age Group of Respondents*

Age Group	Frequency	Percent
Less than 30	28	11.2
31-40	109	43.6
41-50	113	45.2
Total	250	100

Sources: Field Survey, 2024

4.1.3 Education Background of Respondents

Table 3 shows the respondent's educational background. Two of the 250 responders received an intermediate pass. Of the respondents, 77 had a bachelor's degree. Master's pass holders made up 168 of the responses. The findings indicate that the majority of workers in the telecommunications industry had master's degrees.

Table 3*Educational Background of Respondents*

Educational Background	Frequency	Percent
Up to Intermediate	5	2.0
Bachelor	77	30.8
Master	168	67.2
Total	250	100

Sources: Field Survey, 2024

4.1.4 Position of Respondents

The occupation of the responder is *displayed* in Table 5. Executives made up five of the 250 responses. Ninety-nine of the responders were managers. Of the respondents, 146 were officers. The results show that officers made up the largest group of employees.

Table 4*Position of Respondents*

Position Group	Frequency	Percent
Executive	5	2.0
Manager	99	39.6
Officer	146	58.4
Total	250	100

Sources: Field Survey, 2024

4.1.5 Job Experience of Respondents

The work experience of the respondent is displayed in Table 4. Out of the 250 respondents, nine had worked for less than five years. 113 of the responders had worked for five to ten years. While 121 respondents had eleven to fifteen years of work experience, seven respondents had seven years. According to the results, the vast majority of employees have five to ten years of work experience.

Table 5*Job Experience of Respondents*

Job Experience in year	Frequency	Percent
Less than 5	9	3.6
5-10	113	45.2
11-15	121	48.4
16-20	7	2.8
Total	250	100

Sources: Field Survey, 2024

4.2 Descriptive Statistics

Descriptive statistics is the study of quantitatively describing the essential components of a set of data. Descriptive statistics provide straightforward summaries of the observations and the sample. Descriptive statistics can help rationally simplify large amounts of data pertaining to these variables. For this reason, "Five Point Likert Scale" questions that varied from strongly disagree, disagree, neutral, agree, and extremely agree on a scale of 1, 2, 3, 4, and 5 were given to the responders. There were 250 responses to each question. In this instance, the factors influencing organizational success are defined by independent

variables such Board Size, Board Interdependence, Board Diversity, Number of Board Committees, Annual Board Meetings, and Innovative Culture. Similarly, relevant Likewise dependent variable is described as organizational performance.

Board Size

The board size records a mean value of 15.21 with scores ranging from 6.20 to 21. The standard Deviation of 3.15 indicates a moderate level of dispersion, suggesting that while board sizes vary across organizations, they tend to cluster around the average value. Descriptive statistics are shown below.

Table 6

Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
BS	250	6.20	21.00	15.2112	3.15285
BI	250	2.67	11.67	7.7467	2.07098
BD	250	8.33	25.50	18.4073	3.70073
NBC	250	4.00	16.25	11.3560	2.69086
BM	249	4.00	16.25	11.3554	2.68455
IC	250	10.13	34.63	25.4795	4.81879
OP	250	10.63	34.63	24.1970	4.54510

Sources: Field Survey, 2024

The mean and standard deviation scores for each item on the attitude towards organizational performance are displayed in Table 7. The overall mean for the Innovative Culture is 25.4795, indicating that respondents have a favorable opinion of Nepal's organizational performance.

According to the corresponding mean value, the majority of respondents agreed on the items under the organizational performance descriptive statistics that are coded OP, BD, BS, NBC, BM, and BI.

Board Size

The board size records a mean value of 15.21 with scores ranging from 6.20 to 21. The standard Deviation of 3.15 indicates a moderate level of dispersion, suggesting that while board sizes vary across organizations, they tend to cluster around the average value.

Board Interdependence

Board interdependence shows a mean score 7.75 with a minimum of 2.67 and a maximum of 11.67. The relatively lower standard deviation 2.07 implies that respondents perceptions of board interdependence are fairly consistent.

Board Diversity

Board Diversity has a mean value of 18.41 ranging from 8.33 to 25.50. The standard deviation of 3.70 reflects moderate variability, indicating differences in the extent of diversity among organizational boards.

Number of Board committees

The number of board committees reports a mean of 11.36 with values between 4. And 16.25. The Standard Deviation 2.69 suggests reasonable variation in the number of committees across organization.

Board Meeting held in a year

It is based on 249 valid responses, has a mean score of 11.36, with minimum and maximum values of 4.and 16.25, respectively. The standard deviation of 2.68 indicates a level of dispersion similar to that of board meeting held in a year, suggesting consistency in meeting frequency across organizations.

Innovative Culture

Innovative culture demonstrates a relatively high mean score 25.48, with responses ranging from 10.13 to 34.63. The higher standard deviation 4.82 suggests greater variability in perceptions of innovative culture among the organizational studies.

Organizational Performance

Finally, organizational performance shows a mean value of 24.20 with scores ranging from 10.63 to 34.63. The standard deviation of 4.55 indicates a considerable spread in organizational performance, reflecting differences in performance levels among the questions.

In summary, the descriptive statistics indicate that all variables exhibit adequate variability and no extreme anomalies. The mean values suggest the board characteristics and innovative culture are present at moderate to high levels, while organizational performance also demonstrates a relatively strong average level. The observed dispersion suggests the suitability of the data for subsequent inferential and multivariable analyses. This leads to the conclusion that every variable has a favorable opinion of the organization's performance and is inspired and motivated to participate in organizational performance in Nepal. Additionally, they are motivating their loved ones, friends, and those in their immediate vicinity to perform well.

4.3 Reliability Analysis

The questionnaire was carefully created, and the right words and meanings were used to ensure the study's reliability. For the pre-test, a pilot research was carried out with a specific number of respondents in order to identify any potential misunderstandings. Before asking respondents to participate, the questionnaire design was finalized. Additionally, Cronbach's Alpha, a reliability test, was computed for this survey. To determine the instruments' dependability, the Cronbach's Alpha coefficient was also computed. Following data collection, the Cronbach's Alpha coefficient was computed from the respondents to determine the instruments' reliability.

The result of the reliability test is shown Table 7:

Table 7

Cronach's Alpha test for 250 respondents

Variables	Cronbach's Alpha	No. of Items
Board Size	0.748	5
Board Interdependence	0.673	3
Board Diversity	0.658	6
Number of Board Committees	0.693	4
Board Meeting Held in a year	0.691	4
Innovative Culture	0.727	8

Table 7 shows the Cronbach's alpha coefficient of independent variables, such as the size, diversity, interdependence, number of committees, number of annual board meetings, and innovative culture of the board. It has a value between 0 and 1 and is commonly linked to

internal consistency. A Cronbach's Alpha coefficient is deemed poor if it is less than 0.6, acceptable if it is greater than 0.6 but less than 0.8, and good if it is larger than 0.8. All of the variables have an excellent Cronbach's Alpha. As a result, the tools employed in this study are regarded as trustworthy.

4.4 Correlation Analysis

The statistical study used to confirm the hypothesis and identify the factor influencing organizational performance in Nepalese telecommunications industries is covered in this part. The correlations between the independent and dependent variables were also examined using the Pearson correlation test. The degree and direction of a relationship between two variables are evaluated in a bivariate study known as correlation. Higher correlation values indicate stronger relationships between the two data sets. If the correlation is 1 or -1, there is a perfectly linear positive or negative relationship; if the correlation is 0, there is no relationship between the two variables; if the correlation is greater than 0, there is a positive relationship; and if the correlation is less than 0, there is a negative relationship.

Table 8

Analysis of Correlation

Term	BS	BI	BD	NBC	BM	IC	OP
BS	1	.324**	.464**	.226**	.426**	.766**	.268**
BI		1	.373**	.227**	.392**	.300**	.101**
BD			1	.269**	.505**	.426**	.253**
NBC				1	.229**	.215**	.141**
BM					1	.596**	.548**
IC						1	.164**
OP							1

* At the 0.01 level (2-tailed), correlation is significant.

* At the 0.05 level (2-tailed), correlation is significant.

Source: Data Analysis (2024 Field Survey)

The correlations between Board Size, Board Interdependence, Board Diversity, Number of Board Committees, Board Meetings Held annually, and Innovative Culture with organizational performance are shown in Table 9 to be 0.268, 0.101, 0.253, 0.141,

0.548, and 0.164, respectively. These correlations are high degree positive, meaning that the variables have the same direction changing relationship, and the coefficients are significant at the 5% and 1% levels. These noteworthy coefficients suggest that there is a significant correlation between organizational performance and board size, diversity, interdependence, number of committees, annual board meetings, and innovative culture.

There are strong positive correlations between innovative culture and technology, board diversity, and interdependence (0.101, 0.253, and 0.548, respectively). The coefficients are significant at the 5% and 1% levels, and these correlations demonstrate a direction-changing relationship between the variables. These significant coefficients imply that board size, diversity, interdependence, number of committees, annual board meetings, and innovative culture are related to organizational performance. High degree positive correlations between the variables show that their association changes in the same direction, and the coefficients are significant at the 5% and 1% levels. The positive correlation between the variables is implied by these substantial coefficients.

4.5 Regression Evaluation

Regression analysis is a set of statistical methods for identifying correlations between a dependent variable and one or more independent variables. It encompasses a variety of techniques for modeling and evaluating different factors. A correlation study can only determine whether or not two variables are closely related. Although it is impossible to determine the precise nature of a relationship, a correlation coefficient indicates a strong association between two variables. Regression analysis provides more information about the relationship's strength in this case. It is used to predict and characteristics the nature of a relationship.

Regression analysis was used in this study to test the hypothesis. This section shows which independent variables explain outcome variability, how much of the variability of the dependent variable is explained by independent variables, and which variables are significant (in relation to other variables) in explaining the variability of the dependent variable. Linear regression analysis was used to compare the dependent variable (organizational success) with the independent variables (board size, board interference, board diversity, number of board committees, number of annual board meetings, and

innovative culture). Linear regression is more suitable due to its accessibility, interpretability, ease of use, and acceptance in science.

Multiple Regression Model

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + E_i$$

Tables below show the findings of regression analysis between independent and dependent variables.

Table 9

Model Summary

R	R Square	Adjusted R Square	S td. Error	Durbin-Watson Of the estimation
0.334 ^a	0.111	0.89	4.32171	1.907

a. Predictors: (Constant), Board Size, Board Interdependent, Board Diversity, Number of Board Committees, Board Meeting Held in a year, Innovative Culture, Organizational Performance.

b. Dependent Variable: Organizational Performance.

Source: Data Analysis

The model summary of the variables influencing organizational success in Nepal's telecom industry is displayed in Table 10. Another name for R² is the coefficient of determination. It serves as a statistical measure of how well the data fit the regression line. It is defined as the percentage of response variable fluctuation that can be explained by a linear regression model. The better the model matches the data, the larger the proportion. R-square is always in the range of 0% to 100%. The R² value in Table 4.15 is 0.111, meaning that 11.1% of the variation in the dependent variable, Organizational Performance, can be attributed to independent variables like Board Size, Board Interdependence, Board Diversity, Number of Board Committees, Annual Board Meetings, Innovative Culture, and Organizational Performance.

After adjusting for degree of freedom, independent variables like board size, diversity, interdependence, number of committees, annual board meetings, innovative culture, and organizational performance predict 89% of organizational performance. Furthermore,

the model summary reveals that the standard error of estimate is 4.32171, meaning that there is a 4.32171 unit variation in the observed value of organizational performance from the regression line. Furthermore, the model summary reveals that the standard error of estimate is 4.32171, meaning that there is a 4.32171 unit variation in the observed value of organizational performance from the regression line.

Table 10

Regression ANNOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	566.383	699.397		5.054	.000 ^b
Residual	4519.880243	18.677			
Total	5086.264250				

OP is the dependent variable.

b. Predictors: (Constant), Board Size, Board Interdependence, Board Diversity, Number of Committees, Annual Board Meetings, Innovative Culture, and Organizational Performance

Source: Analysis of Data

The ANOVA table is described in Table 11. The overall significance of the model and its applicability to the research are examined using an ANOVA table. Table 11's result indicates that the p-value is less than α , or $0.00 < 0.01$. Thus, at the 1% level of significance, the model is significant. Thus, the data can be analyzed using a variety of linear models. For the analysis of this study, it is the most appropriate model.

Table 11*Regression Coefficient*

Model	Unstandardized	Standardized			
Coefficients	Coefficient	t	Sig.B	Std. Error	Beta
(Constant)	16.217	1.874		8.652	.000
BS	.386	.141	.269	2.738	.007
BI	.130	.150	-.059	-.864	.389
BD	.186	.093	.152	1.999	.047
NBC	.127	.108	.075	1.171	.243
BM	.130	.126	.077	1.035	.302
IC	.125	.089	-.133	-1.396	.164

a. Dependent Variable: O-P

Source: Data Analysis

Higher beta values suggest a greater dominant influence of independent variables on the dependent variable, according to regression coefficient table 12. With a beta of 0.386, it can be concluded that Board Size has the greatest dominant influence, followed by Board Diversity (beta of 0.186), Board Interdependence (beta of 0.130), Board Meeting Held in a Year (beta of 0.130), Number of Board Committees (beta of 0.127), and Innovative Culture (beta of 0.125). Board size and organizational performance are significantly positively correlated, according to the regression analysis. Board interdependence and organizational performance are not significantly correlated. The moderate relationship coefficient indicates that performance practices are significantly impacted by effective board leadership. Board diversity and corporate success are significantly positively correlated. Organizational effectiveness is not significantly impacted by the number of board meetings held each year. The coefficient of a moderate relationship shows that performance methods in the telecommunications industry can be influenced by factors such as the number of board meetings held annually. The number of board committees and organizational success are not significantly correlated. The coefficient of a moderate relationship indicates that performance practices in the telecommunications industry are influenced by the number of board committees. Innovative culture and organizational performance are not significantly correlated. The moderate correlation coefficient

suggests that performance techniques in the telecommunications industry are not significantly impacted by innovative culture.

Based on the coefficient of variables, the regression equation may be deduced as follows:

$$OP \text{ (est.)} = 16.217 + .386BS + .130BL + .186BD + .127NI + .130BM + .125IC$$

4.7 Discussion

The research problem was to examine the variables that affect the effectiveness of the organization in the telecom industries in Nepal. It also examined the relationship between various independent variables including the size of the board of directors, diversity, interdependence, annual number of board meetings, number of board committees, and innovative culture and the dependent variable of the organizational performance. The outcomes demonstrate that the annual meetings, innovative culture, board size, diversity, and interdependence have a significant positive correlation with organizational success. This means that the factors play a crucial role in influencing the way the Nepalese telecom industry is run.

The results of the regression model indicate that the overall impact of creative culture on the success of the organizations is stronger compared to the number of committees present, diversity of the board, and the level of interdependence. The regression study shows that the size of the board and the success of the organization are significantly positively related. It is consistent with the results of Pradhan (2022). Increasing the size of the board has a beneficial effect on performance. The moderate correlation coefficient indicates that organizational performance practices are unaffected by board size. es in telecommunication sectors..It is inconsistent with the finding of Sharmila (2021). It in that increase of Board Meeting negatively impact on performance. The coefficient of a moderate relation, suggesting that the way Board Meeting of the company doesn't have effect on performance.

The number of board committees and organizational success are not significantly correlated. The moderate correlation value indicates that the number of board committees has an impact on performance practices in the telecom industry. It contradicts Pradhan's (2009) findings. Increased board meetings have a detrimental effect on performance. The moderate relationship coefficient indicates that the company's number of board committees has no bearing on performance.

Innovative culture and organizational performance are not significantly correlated. It contradicts Goet's (2009) findings. The coefficient of a moderate correlation indicates that an increase in creative culture has a negative influence on performance, suggesting that innovative culture has little effect on performance practices in the telecom industry. The level of significance of these factors give some credence to the fact that they greatly influence organizational success. These findings align with a previous research on the presence of state-owned enterprises in Nigeria by Nwafor (2017), who made a conclusion that the ownership structure, political influence, and board leadership had the most significant effect. This is yet another evidence on the importance of these issues to the telecom industry. The results of this research are consistent with the results of the investigation by Bernard NmashieNmai (2014), who also revealed that the CG of communications was greatly affected by the political influence and board structure.

The telecom industry in Nepal appears to have a good positive relationship with the success of the organization in every aspect. In total, 250 persons responded to the questionnaire that was developed on the basis of a number of research articles. The hypothesis test that was used to determine the relationship between the direct and indirect variables was ANOVA and the t-test. Data analysis and interpretation were conducted through numerous statistical techniques and the results displayed in form of tables and figures. The profile of the respondent is discussed in the first section of the conversation. The demographic data provided will be the age, gender, position, job experience, education background, and knowledge of organizational performance of the respondent. Then, the descriptive analysis of each dependent variable concerning organizational performance took place. Regression analysis and correlation were employed in establishing what factor affects the success of the organization. There were 250 questionnaires that were administered to people working in the telecommunication industry of Nepal.

CHAPTER -V

SUMMARY AND CONCLUSION

The research summary, conclusion, and implications of the study are summarized in this final chapter. Three sections provide a summary of the entire chapter. The first one provides an overview of the research findings and a summary of the study. The study's conclusion is derived in the second section, and a few recommendations are made in the third.

5.1 Summary

Organizational performance has been conceptualized and examined, along with its aspects and relationships to other variables. Additionally, six variables were selected to gauge the effects on organizational performance based on the aforementioned discussions. In order to address the research issue, six hypotheses were developed using the conceptual frame of reference. The 44-question survey was modified to address research hypotheses in order to carry out the study. A total of 300 questionnaires were sent to respondents, including groups of telecom industry workers. In the end, 250 valid questionnaires were chosen, and data analysis was performed on them. Ultimately, the study discovered that every factor significantly affects organizational effectiveness in the Nepalese telecom industry.

Several statistical tests have been run to ascertain the survey's outcome. Initially, each variable's average value and standard deviation under each hypothesis were ascertained by descriptive analysis. Each hypothesis was measured using a minimum of six questions or variables. On a five-point Likert scale that went from "Strongly Disagree" to "Strongly Agree," respondents provided their responses. Microsoft Excel and SPSS software programs were used to gather the responses, organize the data, and analyze it. A range of statistical methods was involved in the study to examine the relationships between the dependent variable (organizational performance) and the independent variables (board size, diversity, interdependence, number of board meetings per year, number of board committees, and innovative culture). Correlation analysis in the analysis was done to establish the level and significance of the correlations between the variables. The findings indicated that performance of organizations was highly positively related to board size,

interdependence, diversity, annual board meetings, number of board committees as well as innovative culture. Mediocre relationships between these variables were found out, which implies that they influence performance practices. In conclusion, out of the 250 responders to the study, 157 were men and 93 were women. According to the results, 28 of the respondents were under 30, and the majority of respondents were men. Of the responders, 109 were between the ages of 31 and 40. 113 responders were between the ages of 41 and 50. Five of the respondents were executives, and the results indicate that the greatest number of employees were between the ages of 41 and 50. Among the respondents, 99 were managers. Officers made up 146 of the responders. According to the results, two of the respondents were Intermediate Pass, and the greatest number of employees were officers. Of the respondents, 77 had a bachelor's degree. Master's pass holders made up 168 of the responses. According to the results, the majority of workers in the telecommunications industry held master's degrees, and nine of the respondents had fewer than five years of work experience. Of the responders, 113 had five to ten years of work experience. Seven respondents had seven years of work experience, while 121 respondents had eleven to fifteen years.

Regression analysis was also used in the study to ascertain the relative impacts of the independent factors on organizational performance. The regression coefficients indicated the value and nature of these influences. The results revealed that technology affected the performance of organizations the most, then the number of board committees, board diversity and board interdependence. The conclusion of the study contributed to the existing body of knowledge on the importance of certain factors in defining the performance practices in organizations. Besides giving practical information to practitioners and policymakers aiming at maximizing organizational performance in the setting of the Nepalese telecommunications industry, the findings can be extended to other research.

5.2 Conclusion

Finding the factors affecting organizational success in the Nepalese telecom sector was the main objective of this study. Analysis revealed a correlation between the independent factors and organizational performance. The results demonstrated that since the independent variables directly affect improving organizational performance in the telecom sector, the industry should prioritize them. A company's performance in the

Nepali telecom sector is influenced by a number of factors, including the number of board committees, board size, diversity, interdependence, and innovative culture. Another important consideration is the annual board meetings. According to this study, each of these factors has a significant influence on the development of good organizational performance in the telecom sector. Nepal's organizational performance, like that of any other country, is a concentration of power and insufficient checks and balances can occasionally result from the family-owned or closely held ownership arrangements found in many Nepali businesses. The lack of diversity, independence, and competency on boards may affect decision-making and supervision in Nepal. Nepalese cultural traits including nepotism, hierarchical hierarchies, and traditional business practices might impede accountability, transparency, and efficient operations.

The quality of a company's management and leadership has a direct impact on its organizational performance. Weak leadership, unethical behavior, and inadequate training and development can all jeopardize performance mechanisms. The effectiveness of laws, rules, and enforcement systems can have an impact on an organization's accountability and transparency.

Organizational performance criteria are influenced by the status of the Nepali market and economy. components such as market competition, financial accessibility, and economic It's crucial to remember that these variables are interconnected and can affect Nepalese telecom companies' organizational performance in both positive and bad ways. In order to improve organizational performance in Nepal, these elements must be addressed comprehensively through stakeholder involvement, capacity building, legal reforms, and awareness campaigns. The links and conclusions in this study are the result of numerous factors. The considerable positive link between ownership structure and organizational performance implies that the way ownership is structured in Nepalese telecommunication sector. could affect performance procedures. For instance, stronger monitoring procedures and a distinct division of ownership and control can result in improved organizational performance. The positive relationship between the board leadership and the organizational performance signifies strong and competent leadership in the board of directors. Skilled and responsible board members could establish the culture of the organization, establish specific performance expectations and promote ethical conduct.

Political influence is manifested in the fact that the organizational success positively correlates with the political influence.

Political factors and actions have influenced the decision making processes of these organizations, performance structures, and accountability systems. The necessity of adapting performance strategies to global trends and technical advances is noted by positive correlation existing in globalization and technology to organizational performance. Globalization exposes organizations to global standards and best practices, and through technology, the study has indicated that the board size, board diversity, board interdependence, number of board committees, number of annual board meetings, and innovative culture are critical in determining the performance practices of the organization in the telecom sector of Nepal. These conclusions can inform initiatives to improve overall organizational performance and performance strategies.

5.3 Implications

The findings of the study are not only effective in enhancing the efficiency of organizations within the Nepalese telecom industry, but also provide some of the recommendations that can be realized in the future research activities in the same field. The sample size is limited since it is just an academic research study. In the case of professional research, a bigger sample is recommended in order to minimize the error and enhance the generalizability of the findings. Questionnaires, survey and feedback forms were the only methods that were used to collect the data. In-depth interviewing approaches would enable future researchers to capture the response so as to gain knowledge on the factors that affect the organizational effectiveness. A diverse board of directors with no bias would be beneficial to the organization Nepalese firms should put an effort to recruit skilled independent directors who will offer disinterested supervision and direction. The Nepalese companies must have a large premium in establishing ethical corporate culture where accountability, honesty and moral business behaviors are upheld. Researchers in the future need to conduct comprehensive studies of the challenges and opportunities associated with organizational effectiveness in Nepal, which are unique. This involves reviewing the organizational performance processes, which are in the structural, legal, and cultural aspects of the country. Comparative researches comparing effective organizational performance models of other nations having similar socioeconomic characteristics could be useful to the Nepalese businesses and

governments. Secondly, academics can also advance policies by lobbying regulators, legislators and other industry stakeholders to bring about changes in legislation that enhance the best performance practices in organizations. Effective organizational performance can have its significance and possible advantages, which can be pointed out through empirical data-based research. Lastly, the future researcher is advised to adopt a bigger sample size of participants that will cover all the telecom firms to establish the fate of the telecommunications sector.

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ANNEX

QUESTIONNAIRE

Dear Respondent,

I am Madan Bhusal, an MBS student at Shankerdev Campus affiliated to Tribhuvan University, and I am conducting research on “Corporate Governance and organizational performance in Nepalese telecommunication industry”. In this regard, I would request you to spare some of your valuable time in answering these few questions. I assure you that all information provided by you in this questionnaire will be kept confidential and used only for academic purpose. Your kind cooperation will be highly appreciated. Thanking You

1. Please tick one for each criteria group.

1. Gender	2. Age Group	3. Educational background	4. Position	5. Job Experience
1. Male <input type="checkbox"/>	1. 30 or less <input type="checkbox"/> 2. 31-40 <input type="checkbox"/> 3. 41-50 <input type="checkbox"/>	1. Intermediate <input type="checkbox"/> 2. Bachelor <input type="checkbox"/> 3. Master <input type="checkbox"/>	1. Executive level <input type="checkbox"/> 2. Manager level <input type="checkbox"/> 3. Officer level <input type="checkbox"/>	1. Less than 5 years <input type="checkbox"/> 2. 5-10 years <input type="checkbox"/> 3. 11-15 years <input type="checkbox"/> 4. 16-20 years <input type="checkbox"/>
2. Female <input type="checkbox"/>				

2. The following is a list of items relating to the principles of corporate governance. Please state the extent to which you agree/disagree with the following items as they exist in your company.

(Please put a tick mark (√) in appropriate box in following statements indicating how strongly you agree or disagree to the statement.

Q6	Board Size	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
6a	Smaller board enhances organizational performance.					
6b	Larger size boards are more adept in the provision of					

	resources.					
6c	Large board of directors is prone to more conflicts among board members which makes it difficult to reach agreements					
6d	The firm benefit from larger boards since they provide effective oversight of management and increase resource availability in the organization which leads to the improvement of organizational performance					
6e	A larger board will bring more expertise and experience to the board.					

2 B.	<i>Board Independence</i>	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7a	The number of executive directors is higher than that of Non-Executive Directors..					
7b	The board is more independent when the proportion of outside directors increases..					
7c	Executive directors are better placed in handling the affairs of the organization since they have a deeper understanding of the organizations Operations					

2C	<i>Board Diversity</i>	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8a	Appointment of board members has always considered a mix of skills required in the stewardship of the organization.					
8b	The organization's board appointment process has been political					
8c	A member's academic qualifications have been considered before for appointment to the organization's board					
8d	All stakeholders have been involved in the appointment of the Board.					
8e	The board has been composed of both genders.					
8f	All Board members have had relevant industry experience required to steward the orgn.					

2D	<i>Number of board committees</i>	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9a	There is an audit committee established on the board.					
9b	Independent committees would focus on improving the company competitiveness and					

	performance.					
9c	Audit committee are not effective against risk they are just overloaded					
9d	The existence of independent committees enhances financial performance of the organization.					

Q3	<i>Board meeting held in a year</i>	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10a	There is poor attendance in board meetings.					
10b	All the Board meetings have been relevant to the organization's mandate.					
10c	The Board meetings have been chaired by board members with the relevant qualifications.					
10d	There have been other members attending Board meetings even when they are not gazetted as its members. The number of board meetings has an influence on firm performance					

Q3F	<i>Innovative Culture</i>	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
11a	My organization culture is challenging.					
11b	My organization culture is					

	creative.					
11c	My organization culture is enterprising.					
11d	My organization culture is stimulating.					
11e	My organization culture is driving.					
11f	My organization culture is risk taking.					
11g	My organization culture is result oriented.					
11h	My organization culture is pressurized					

<i>Q3G</i>	<i>Organizational Performance</i>	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
12a	The number of new product in my organization increase within the last 3 years					
12b	My organization market share increase significantly within the last3 years					
12c	My organization market development increase significantly within the last 3 years					
12d	My organization quality of product/services of organization increase within the last 3 years					
12e	My organization employee commitment or loyalty to the					

	organization increases within the last 3 years					
12f	My organization employee productivity increase within the last 3 years					
12g	My organization personnel development increase the last 3 years					
12h	My organization employee job satisfaction increase the last 3 years					

PAPER NAME

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