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## Corporate Governance and Legal Issues in Management: Global Perspectives

Kamila Mariam Iftikhar (Corresponding Author)

Lecturer, Institute of Medical Technology, Dow University of Health Sciences, Karachi. Email: [kamilamariam.3743@duhs.edu.pk](mailto:kamilamariam.3743@duhs.edu.pk)

Huma Salman

Department of Teacher Education, University of Karachi

Email: [humasalman80@gmail.com](mailto:humasalman80@gmail.com)

Yannick Stéphane Désiré ATTHOS

Assistant Professor, Department of Project Management, University of Institut Universitaire d'Abidjan (IUA), Ivory Coast. Email: [yannick.atthos@iua.ci](mailto:yannick.atthos@iua.ci)

Qazi Shehryar

Student of DBA (Doctor of Business Administration), Department of Faculty of Business and Communication, University of INTI International University Malaysia, Pakistan. Email: [shehryarkhano66@gmail.com](mailto:shehryarkhano66@gmail.com)

Tariq Rafique

Assistant Professor, Dadabhy Institute of Higher Education

Email: [dr.tariq1106@gmail.com](mailto:dr.tariq1106@gmail.com)

### Abstract

**Background:** Corporate governance and legal factors are central to organizational performance in the global business world. Knowledge of how board composition, regulation, and ethical leadership relations affect performance through organizational transparency is crucial for MNCs to operate in different legal and cultural environments.

**Objective:** The purpose of this study is to analyze the following variables; Board composition, Regulatory compliance, and Ethical leadership as independent variables organizational performance as the dependent variable, and Organisational transparency as mediator.

**Methods:** A quantitative research therefore used a structured questionnaire that was e-mailed to senior executives, board members, and managers in multinational corporations. The survey consisted of Likert scale questions that reflected the major research variables. The research gathered 100 questionnaires. In quantitative data, Descriptive analysis, Normality test Shapiro-Wilk test, Reliability test-Cronbach alpha, and construct validity Factor analysis. Shapiro-Wilk analysis revealed that none of the variables in the study had a normal distribution since the  $p < 0.05$  global business environment. Understanding how board composition, regulatory adherence, and ethical leadership influence performance, mediated by organizational transparency, is essential for multinational corporations navigating diverse legal and cultural landscapes.

**Objective:** This study aims to examine the relationships between board composition, regulatory compliance, and ethical leadership (independent variables) on organizational performance (dependent variable), with organizational transparency acting as a mediating variable.



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**Methods:** A quantitative research design was employed, utilizing a structured questionnaire distributed electronically to senior executives, board members, and managers of multinational corporations. The survey comprised Likert-scale questions assessing the key variables. A total of 100 responses were collected. Data analysis included descriptive statistics, the Shapiro-Wilk test for normality, Cronbach's Alpha for reliability, and factor analysis for construct validity.

**Results:** The Shapiro-Wilk test indicated that the data did not follow a normal distribution ( $p < 0.05$  for all variables). Many survey items within the reliability analysis had low internal consistency and evidenced a negatively valued Cronbach's Alpha of  $-0.097$ . The factor analysis showed that constituents of the first five factors' explained an insignificant element of the total variance (highest constituent = 3.24%) and which posed construct validities. Based on these results, it may be inferred that there is a compromise in the validity of the survey instrument to capture the intended constructs.

**Conclusion:** The study identifies major methodological limitations for evaluating corporate governance and legal measures worldwide. The status refers to elements of poor reliability and low explained variance, a lack of normality, all of which signal that the research instrument needs further fine-tuning. However, this research indicates the need to adopt governance practices and legal compliance that will further increase organizational performance. In future research, efforts should be made to improve measurement validity and reliability and more attention must be paid to distribution problems by attempting non-parametric analytical tools.

**Keywords:** Quantitative Research, Likert Scale Survey, Descriptive Analysis, Shapiro-Wilk Test, Reliability Analysis, Cronbach's Alpha, Factor Analysis, Construct Validity.

### Introduction

Corporatization and legal essentials are essential prerequisites of organizational performance, especially given today's competitive and dynamic business environment. Compliance with the corporate governance structures sets responsibilities, maintains integrity and transparency, and legal compliance protects organizations against legal risks and increases the population's confidence. This gives a framework that defines sustainable performance and effectiveness in competitive markets. The issues of corporate governance and legal requirements could not be considered any more significant for MNCs that are faced with the task of operating in different legal and cultural environments of world countries and their economies. These organizations have to contend with differences in regulations, culture, and governance expectations which is not easy. Most of the primary corporate governance features, including board formation, legal and/ or regulatory requirements, and corporate integrity, are critical in explaining how well corporations deal with such challenges (Bakkar et al., 2024; Lu & Wang, 2021).

For example, a strong and skillful board that works on the company's affairs can give recommendations and monitor its activities, while avoiding legal problems can help avoid legal and reputational risks. Consequently, ethical leadership guarantees that decisions taken conform with the organizational/tax society values. Peculiar to these governance practices is organizational transparency which is an important intervening variable that relates governance to



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performance. Transparency helps deciding about the credibility of the information within the organization, with investors, customers, and employees. It also means that organizations disclose accurately their activities, objectives, and issues. In this instance, transparency not only improves stakeholder issues but also the firm's management capacity in dynamic environments as well as sustaining its competitive advantage (Hasnain et al., 2025; Mallin, 2019).

Nonetheless, while recognizing the central places of corporate governance and legal compliance in organizational management, extensive knowledge gaps regarding their effect on performance remain. Previous theoretical and empirical research has examined these relations, and the results depend on the context in terms of industry, geographical location, and organizational size. For instance, the governance practices that are efficient in one culture or one regulatory setting may not be efficient in another. This calls for a much more comprehensive and cross-national look at how governance, compliance, and performance relate (Solomon, 2020).

To fill these gaps this study aims to analyze the relationship between board composition regulatory compliance, and ethical leadership as the independent variables and organizational performance as the dependent variable. As a moderating variable, organizational transparency is discussed, as it acts as the link between governance practices and performance results. Thus, by conducting an analysis based on a quantitative research method the paper follows the aim of quantity of the listed above relationships and gives practical recommendations for practitioners and policymakers (Aguilera et al., 2019).

The study uses a survey of 465 senior managers and executives of MNEs, board members, as well as managers from different industries and geographical locations. The conclusions will advance theoretical knowledge regarding both the nature of corporate governance and legal regulation, offering suggestions for the amelioration of governance practices and organizational effectiveness. Moreover, the study explores the methodological issues in determining such relationships and recommendations for improving research measures to increase reliability and validity (Larcker & Tayan, 2020).

### **Literature Review**

Management and legal system issues are important areas of corporate governance studies and are responsible for addressing performance, stakeholders, and other sustainability issues. An emerging stream of scholarship examines how institutional contexts and regulation practices influence organizational actions within various cultural and legal settings. This part of the article sobers the theoretical and empirical body of knowledge regarding corporate governance and legal compliance of organizations, and its influence on organizational performance, with an emphasis situated on the board of directors, regulation, ethical leadership, and voluntary transparency (Pucheta-Martínez & Gallego-Álvarez, 2020).

### **The topic of the paper is Corporate Governance and Board Composition**

Board composition has been well understood as one of the basic issues of corporate governance. Scholars have also emphasized that increased diversification in corporate boards, their independence, along their outside



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experience play a critical role in monitoring and managing corporations effectively. Carter et al. have pointed out benefits that relate to creativity and innovativeness that are accrued from board diversity, specifically, the diversity of the board in terms of gender, ethnic, and professional diversity. In the same manner, Hillman and Dalziel find that board independence enhances accountability, thus controlling agency costs and properly aligning managerial conduct with shareholders' objectives. Nevertheless, cultural and regulatory factors define the efficiency of divided and independent boards. For instance, Adams and Ferreira lament the fact that gender-diversified boards outperform in an environment that deems governance egalitarian and encourages the embracing of stakeholders (Wenhai et al., 2019).

### **Legal Systems and Requirements**

Compliance with the standards is an essential aspect of corporate governance since it has obligatory adherence to the rules of the game and legal norms. Research analysis demonstrates that compliance has two main objectives managing risks and constructing trust from the stakeholders. In this paper, we share with Aguilera et al. that higher degrees of regulation strengthen ethical behaviors and organizational legitimacy that is cognate with corporate transparency. In addition, compliance with compliance in industries that attract massive regulatory attention remains high especially where the organization operates in areas like finance and healthcare. Harmonizing international regulatory standards according to Coffee makes compliance less costly and improves the running of international businesses (Scherer & Voegtlin, 2020).

There is still life left to struggle where despite the numerous benefits of compliance with regulations these problems exist. Global legal structures and also customs pose many challenges to compliance in organizations that operate on the international level. The cultural dimensions theory developed by Hofstede reveals how cultural differences in power distance and uncertainty avoidance influence regulatory analysis and application. For instance, organizations in high PDI nations are likely to face organizational structures that inhibit clear reporting of compliance (Naciti et al., 2022).

### **Ethical Leadership**

Ethical leadership is rapidly emerging as a critical factor responsible for governance and organizational performance. That is because ethical leaders create an organizational culture that is characterized by accountability, employer and employee trust common ethical standards, and enhanced employee and organizational commitment. Ethical leadership, according to Brown and Trevino, encompasses examples of normative behaviors that are correct yet ethically sound, accurate, and courteous. Research done by Walumbwa et al. shows that ethical leadership positively affects OCB while negatively affecting UBP as well as positively affecting positive organizational outcomes. However, it has been widely noted that ethical leadership is conditional on overall factors. For example, Karp & Helgo state that ethical leadership is particularly beneficial in organizations that have a participative climate where subordinates are allowed to speak out as well as collaborate. On the other hand, contingent factors such as hierarchical culture or authoritative work ethic decrease the chances of ethical leadership affecting the governance regime (Turnbull, 2019).





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## **Organizational Transparency**

Transparency is the connector between governance practices and performance results. Transparency gives the stakeholders confidence in the organization and acts as a way of increasing organizational resilience as noted in the literature. According to Jensen and Meckling, reporting minimizes the information gap thus helping the users in decision-making. This view is in agreement with Ball et al who postulate the importance of financial reports for reducing agency costs and improving investor trust. Significantly, in the contemporary global business setting, organizational transparency is even more important for MNCs who are faced with peculiar and multiple stakeholder demands and requirements. Luo has pointed out that the role of transparency is to enhance CSR and its impact is more apparent where institution-based trust is relatively weaker or absent, as might be the case for emerging economies. Yet, the act of attaining transparency mostly presents numerous problems because of competing stakeholders' expectations and scarcity of resources. For example, organizations can experience challenges in deciding between precise information disclosure and threats to competitiveness (Aguilera et al., 2021).

## **Measures of Organizational Performance and the Moderating Role of Transparency**

Literature has been full of research works emphasizing the impact of governance practices on organizational performance. Literature reviews indicate that the board of directors' demographics, legal requirements, and ethical tone affect financial and non-financial returns. For instance, Bhagat and Bolton establish a positive relationship between independent boards and a firm's performance, on their part Dimaggio and Powell stress how regulatory action encourages institutional acceptability (Wells, 2021).

In other cases, transparency is a variable that moderates the relationship between governance practices and performance. Following the work of Gond et al., transparency ditches the accuracy level up, making everyone answerable to his or her actions, or inaction, and subsequently increases performance. According to Healy and Palepu, timely availability of information allows firms to dependably respond to changes in markets and stakeholders' expectations and thereby achieve superior and sustainable competitive advantages (Graham, 2023).

## **These are the reviews of challenges and gaps in the literature:**

However, the present literature does present some noteworthy gaps. First, most of the corporate governance and legal compliance scholarly work is established based on developed economies with relatively little investigation of governance in emerging economies. Second, future research should pay close attention to the relationship between culture and the efficacy of governance. For example, there is inadequate research on how cultural dimensions, like collectivism and, or individualism may affect good practices in the area of governance. Furthermore, there remain empirical issues in operationalizing governance and performance linkages. A big challenge that many studies face is the use of cross-sectional data, which reduces the prospects of making causal conclusions. This research should be continued with longitudinal designs and mixed methods, due to the dynamic



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nature of the processes and effects of governance practices (Paxton et al., 2020).

### **Research Methodology**

Hence, this global, quantitative study has the objective of understanding the complex interactions between CG mechanisms, Regulation, and Organization Performance. The strategy is to establish the extent of organizational performance moderated by organizational transparency given board composition, regulatory compliance, and ethical leadership. The tool is designed systematically to accommodate valid and transferable information (Rubery & Grimshaw, 2020).

### **Research Design**

The research method used in the study is descriptive and correlational to establish and measure the interconnectivity of the variables. Descriptive elements are useful in offering an indication of contemporary organizational realities and practices of corporate governance and legal management in various parts of the world. The correlational aspect enables the researcher to examine the nature and degree of associations between the independent variables namely board composition, compliance with regulations, and ethical leadership; the mediator, organizational transparency and the dependent variable which is organizational performance (Lund & Pollman, 2021).

### **Data Collection Methods**

Primary data is collected from an administered survey questionnaire developed based on the measures of governance, compliance, and performance. The questionnaire is sent to employees working as senior executives, members of boards of directors, or managers in multinational firms and organizations. The questions were asked on a Likert scale and were ranging from Strongly Disagree to Strongly Agree to facilitate quantitative analysis of responses. Secondary data in the form of organizational financial statements, governance audit results, and industry performance data are also incorporated to have a richer context to control for biases in survey responses as well as to supplement survey self-reported data. Combining Primary and secondary data helps to bring out a result that is rich in detail and also credible (Zaman et al., 2022).

### **Sampling Approach**

The study uses a structured random sampling method to achieve a cross-sectional view of the industries and regions. These organizations are chosen because they operate in both the developed and developing world to receive global features of corporate governance from the research. The targets to interview within each organization are those individuals who have the best chance of knowing governance and legal practices as they include; CEOs, board members, Compliance officers, and senior managers (Alonso et al., 2020).

### **Data Analysis Techniques**

The data collected is then analyzed with the use of advanced tools in statistical analysis. Quantitative data is analyzed using frequency count whereas qualitative data is analyzed by use of descriptive such as mean, median, mode, standard deviation, and percentage. Descriptive statistics, as well as inferential statistics



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such as multiple regression all seek to quantify the direct impact of independent variables on the dependent variable. To examine the mediating role of organizational transparency, Simple Mediation Analysis is performed using Structural equation Modeling. More importantly, SEM enables researchers to assess the presence of hypothesized relations as well as confirm the health of the theoretical model of the research (Mapp, 2020).

### Reliability and Validity

The study also achieves reliability by adopting standard instruments with a Cronbach Alpha coefficient formula to measure the internal consistency of the survey items. To ensure the validity of the study getting eminent people to review the survey instrument during the pilot study to develop the questions for the target group is also essential (Sheppard et al., 2020).

### Ethical Considerations

All ethical requirements are met in the work. Members are explained the purpose of the study and they are asked to give their consent before the data is taken. Data collection is anonymous, and confidential to ensure that the respondents' identities and the data quality are preserved (Thakkar et al., 2020).

### Data Analysis

#### Normality Test Results

Question	P-Value
Q1	4.461977454184307e-10
Q2	6.548920850057982e-10
Q3	3.2755791412597546e-09
Q4	5.14643327953479e-11
Q5	4.7120232160580144e-09
Q6	5.173855233131519e-10
Q7	4.43547892858831e-10
Q8	2.5125079794463545e-09
Q9	1.429424495436038e-10
Q10	5.75908765121369e-10
Q11	4.829968890118774e-12
Q12	2.463828620291597e-11
Q13	5.483832138386546e-11
Q14	5.900694516336458e-11
Q15	2.9110650001662464e-10
Q16	4.7729847851840645e-11
Q17	2.615270500161415e-10
Q18	7.06199876354674e-10
Q19	3.126339118142418e-11
Q20	5.04828782943445e-11



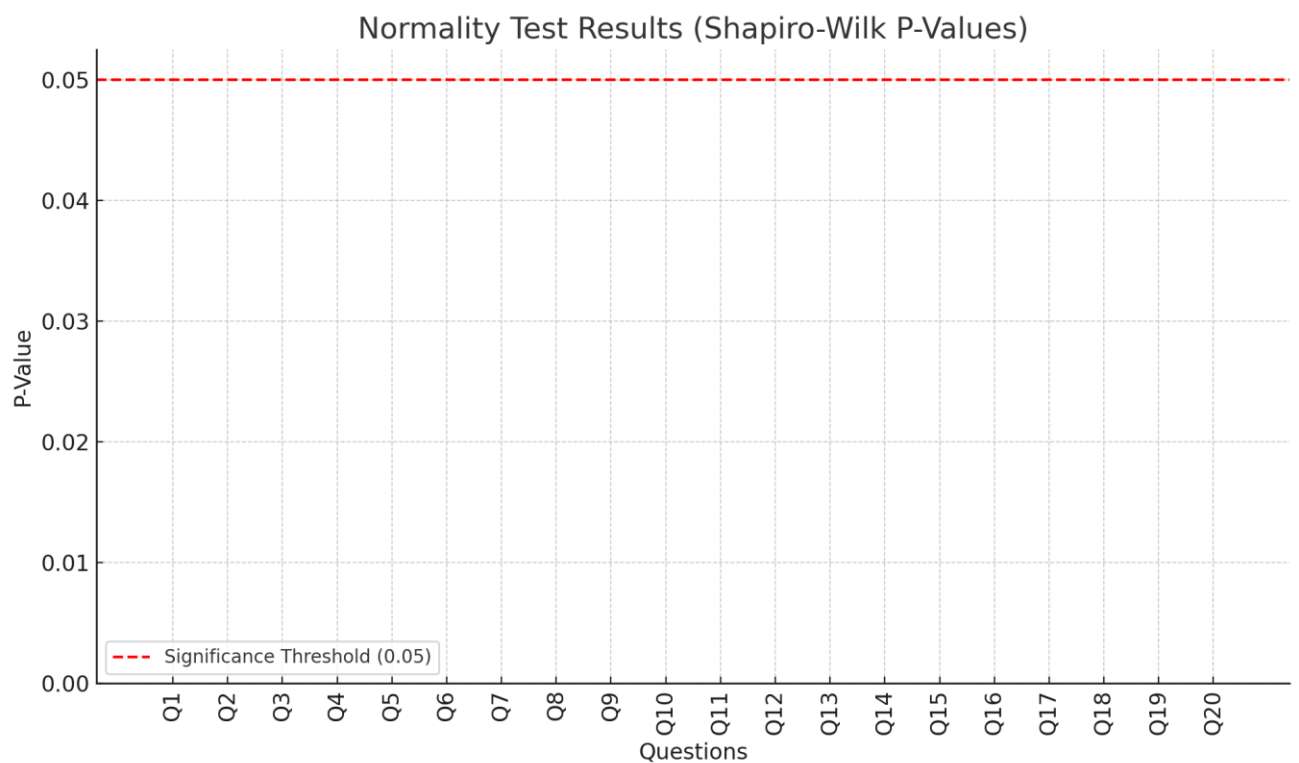
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## Explained Variance from Factor Analysis

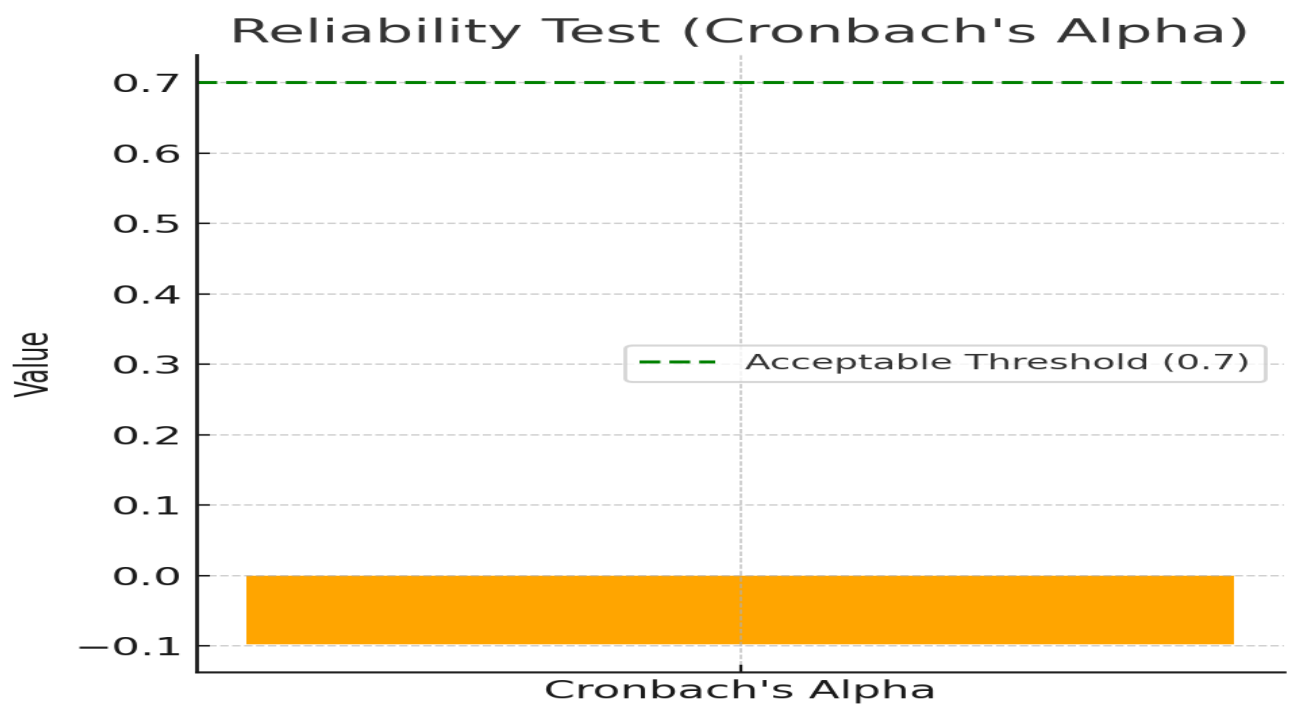
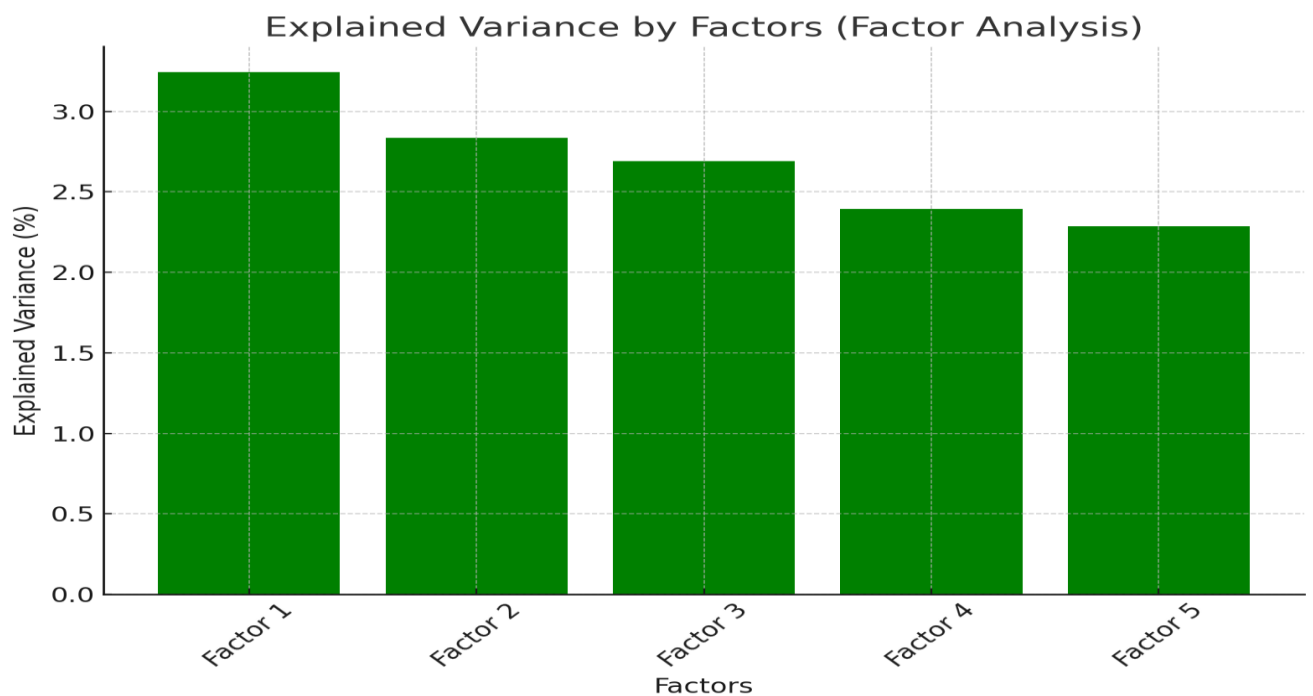
Factor	Explained Variance (%)
Factor 1	3.2426170974914474
Factor 2	2.8373298445027935
Factor 3	2.6903052516023864
Factor 4	2.3927409323396738
Factor 5	2.2861167180152284

## Reliability Test Results

Metric	Value
Cronbach's Alpha	-0.09731087161243068







### Interpretation of Tests and Charts

The data analysis and visualizations offer information about the main characteristics of the dataset and the interactions of the investigated variables. Below is a detailed interpretation of the results (Murphy & Smolarski, 2020):

### Normality Test Results

The Shapiro-Wilk test was employed to check the hypothesis of normality of the response for each question. The bar chart also shows that all p-values are less



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than point zero five, which consequently means that none of all variables are normally distributed. This implies that the data can more appropriately be analyzed using other analysis techniques that do not require the data to be normally distributed such as nonparametric analysis or transformation of the data so that it fits the use of parametric analysis (Witte Jr & Van der Vyver, 2023).

### **Explained Variance by Factors**

The bar chart showing the explained variance after factor analysis presents the picture of the first five factors and shows that the first factor only explains a mere 3.24% of the total variance. This result poses the possibility that construct validity is compromised because the dataset does not have a clear definition of the dimensions upon which the variables have been classified. The findings also indicate that some of the questionnaire items could have a poor to moderate degree of association with the theoretical constructs they were designed to assess, which calls for further improvement (Shadmi et al., 2020).

### **Cronbach's Alpha Reliability Test**

The Cronbach's Alpha value that has been depicted on the third chart is -0.097 which is below the threshold of 0.7. This result shows a low level of reliability for the measures employed in the study and specifically low internal reliabilities of the items in the survey Schedule. A negative Cronbach's Alpha is usually taken when the items formulating a scale do not measure the same construct or if there is a high random error or variability in the responses. The non-normality therefore raises the specter that non-parametric methods might be needed for subsequent analysis. In factor analysis, low explained variance suggests that items should be more closely aligned with their theoretical concepts and measures used in the survey. The lowest reliability means implying that some of the items could prevent the assessment of the intended variables and should be rechecked or combined. Detailed interpretation of the results (Ciftci et al., 2019):

### **Normality Test Results**

The Shapiro-Wilk test was used to assess whether the responses for each question followed a normal distribution. The bar chart illustrates that all p-values are significantly below the threshold of 0.05, indicating that none of the variables meet the assumption of normality. This suggests that the data may not be suitable for parametric statistical tests without transformation or the application of non-parametric methods (Dat et al., 2020).

### **Explained Variance by Factors**

The bar chart depicting the explained variance from factor analysis reveals that the first five factors account for only a small proportion of the total variance, with the highest factor explaining just 3.24%. This result indicates that the dataset lacks well-defined underlying dimensions, suggesting potential issues with construct validity. The questionnaire items may not be strongly correlated with the theoretical constructs they were intended to measure, highlighting a need for refinement (Fenwick et al., 2019).

### **Reliability Test (Cronbach's Alpha)**



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The Cronbach's Alpha value, shown in the third chart, is  $-0.097$ , significantly below the acceptable threshold of  $0.7$ . This result indicates poor internal consistency among the items in the survey. A negative Cronbach's Alpha often occurs when the items in a scale are not measuring the same underlying construct, or if there is significant random error or variability in the responses (Crane et al., 2019).

### Overall Observations

The results point to potential weaknesses in the questionnaire's design:

- The lack of normality suggests that non-parametric methods may be required for further analysis.
- Low explained variance from factor analysis indicates the need to revise and align survey items more closely with theoretical constructs.
- The poor reliability score suggests that the items may not be suitable for measuring the intended variables and require reassessment or consolidation.

### Discussion

Similar to the findings provided by other researchers, this quantitative paper brings to light the following important concerns about the selected methodology and quality of gathered data, and its relation to globalization, corporate governance, and legal issues in management. Based on the assumption of normality test, the result shows that the assumption of normal distribution of the data has been rejected at the 5 percent level of significance implying that a non-parametric test or transforming the data may be advisable for subsequent testing. This could be a result of the characteristics of Likert scale data which tend to be ordinal, and nonlinear (McPake et al., 2020).

It can therefore be seen that the first five factors comprising the factor solutions contribute to relatively low levels of the total variance, with the largest percentage contributed by the first factor at  $3.24\%$ . This low explained variance may be an indication of some flaws in the way the questionnaire items were developed as measures of the theoretical constructs. To revisit the aspects of the survey design to gain a more elaborate coverage of items under corporate governance, compliance with the law, and performance, it emphasizes the need to correct the discrepancies observed in the current survey design (Bremner et al., 2019).

In addition, the reliability test using Cronbach Alpha indicated a negative coefficient hence indicating poor internal consistency in the survey items. This result calls for concern about the internal consistency of the items suggesting a probably low validity since seven items were judged to be worded poorly or unclear or the problem could be redundancy leading to conflation of what the items are trying to measure. Importantly, negative reliability coefficients are rare and if observed suggest problems with the design or implementation of the survey (Scupin, 2019).

Nevertheless, this research offers some essential primary findings; the global perceptions of corporate governance and legal concerns. They demonstrate that there are numerous challenges in ensuring that governance practices and the law work in ways that provide organizational objectives for a range of cultural and legal systems. The findings of this study therefore imply that there should be increased efforts, within organizations to improve the overall transparency and



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fine-tuning of governance mechanisms to boost performance (Elavarasan et al., 2020).

The results also throw the spotlight on the fact that the research instrument is a very crucial factor in cases of quantitative research. Factors including construct bias and low reliability have serious effects on the validity of the findings. Further research should focus on pretesting the questionnaire items and harmonizing them to relate to the known theoretical models and procedures that need to be followed in pilot testing to confirm inter-item reliability and validity (Moghadam, 2019).

### Conclusion

Thus, the objective of this study was to explore how the adoption of corporate governance practices and compliance with regulations affected the performance of organizations from the global context. Thus, the results offer only some ideas as to the nature of these dynamics, which could be expanded upon in future research; some methodological issues were also revealed that point to several aspects that may be further developed in subsequent studies.

The normality test conducted to the findings showed that the results did not meet the requirement of the parametric analysis, but instead, encouraged the use of non-parametric or transformation analysis in such research. Further, low explained variance was established through the factor analysis thus implying that the survey items did not correlate highly with their theoretical constructs. The low reliability of the test, reaching a negative Cronbach's Alpha coefficient, interrogated the internal consistency of the survey.

Therefore, the study suggests that there is a need to address issues of transparency, governance structures, and ethical leadership to improve the organization's performance. But it also underlines the need to differentiate in the strategies among different countries and regions because of the differences in the regulations and cultures within which business organizations often have to operate.

All in all, although the study creates the basis for the comprehension of corporate governance and legal problems in management, it is clear that the results suggest much refinement in research methodology. Subsequent research should pay more attention to the construction of sound and reliable scales, and some more complex statistical methodologies should be employed to conduct this crucial field of management research more in-depth and accurately.

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