

Corporate Governance and The Performance of Nigeria Revenue Service (NRS) In Abuja, Nigeria

M. O. YUSUF-HABEEB ¹, ALHASSAN, BUHARI MUHAMMED ², AYASA ANTHONY AUYA ³,
OVIVI, AUDU JAMIU ⁴, IJIGA, EMMANUEL ADA ⁵, OKOLO, HELEN ESSO ⁶,
^{1,2,3,4,5,6}*Department of Business Administration University of Abuja*

Abstract- Corporate governance emerged as system of rules, practices, and processes by which companies are directed and controlled. Recently, organizations need transparency, accountability, ethical leadership, risk management, and stakeholder trust to ensure sustainable growth and long-term success. The study examined corporate governance and the performance of Nigeria Revenue Service (NRS) in Abuja, Nigeria. The main objective of the study focused on assessing the effect on the performance of NRS in Abuja. The study used a quantitative research method where closed-ended questionnaire was used for data collection. The population of the study was 1551 respondents and the sample size was 318 respondents using Yamane sample size determination formula. Simple regression technique, analysis of variance (ANOVA) and co-efficient analysis were used to test the hypotheses in this study by using Statistic Package for Social Science (SPSS Version 27.0) to analyse and to determine the relationship between corporate governance and the performance of NRS, Abuja. The study revealed that corporate governance had significance effect on the performance of FIRS in Abuja, Nigeria. secondly, the study also revealed that board effectiveness, ethical leadership and internal audit control had significant effect on the performance of NRS in Abuja in the dimensions of operational efficiency, institutional effectiveness, and transparency and accountability. The study concluded that the implementation of effective good corporate governance had effect on the performance of NRS in Abuja. Based on the findings, it is recommended that NRS in Abuja should strengthen its corporate governance structures by enhancing transparency, accountability, and board oversight. This may promote efficiency, boost stakeholder trust, and ultimately improve overall organizational performance in revenue generation and service delivery.

Key Words: Corporate governance (CG), Board Effectiveness, Ethical Leadership Style, Internal Audit Control, Organisational Performance

I. INTRODUCTION

Corporate governance (CG) is a structured framework through which senior management and boards of directors direct, monitor, and control organizational activities to achieve long-term strategic objectives. It encompasses a coordinated system of policies, procedures, and institutional arrangements that guide how decisions are made, implemented, and evaluated within contemporary organizations. Through these structures, firms establish mechanisms that enhance accountability, reinforce strategic alignment, and promote sustainable organizational performance. Over time, corporate governance has gained global recognition as a critical management approach, as it improves organizational effectiveness, strengthens employee productivity, and supports long-term institutional stability. It also defines the relationships and interactions among key stakeholders, including shareholders, executives, and boards of directors, ensuring that their actions align with shared organizational goals and sustainability priorities. In practice, effective governance promotes accountability, fairness, transparency, and ethical decision-making across organizations worldwide (Akinsola, 2025; Shah, & Shome, 2026).

Corporate governance is widely defined as the system of rules, practices, and oversight mechanisms that guide and regulate how organizations are directed and controlled. Due to its strong influence on transparency, accountability, and institutional credibility, the concept has attracted considerable global scholarly and policy attention (Octavio, et al., 2026). Across diverse economic and cultural environments, governance mechanisms such as board structure, protection of shareholder rights, and ethical leadership practices play a significant role in shaping

stakeholder trust and improving the quality of strategic decisions. In response to increasing global competition, organizations are under growing pressure to comply with international governance standards, manage operational risks effectively, and safeguard their reputations within dynamic and competitive markets (Hamzah, et al., 2026). Comparative studies further showed that while governance frameworks vary between developed and emerging economies, effective governance consistently enhances innovation, organizational efficiency, and ethical conduct (Ly, 2025; Madanchian, & Taherdoost, 2025).

A growing body of literature underscores the strong relationship between corporate governance practices and organizational performance (Angwaomaodoko, 2025). Governance mechanisms such as transparent decision-making processes, independent board oversight, effective risk management systems, and ethical leadership practices are often associated with improved organizational outcomes. When properly implemented, these mechanisms enhance operational efficiency, reduce uncertainty, and strengthen trust-based relationships with stakeholders. Conversely, weak governance structures characterized by ineffective leadership, conflicts of interest, and poor internal control systems can significantly hinder performance and damage organizational credibility. Such deficiencies may lead to financial instability, reputational damage, and declining stakeholder confidence. Therefore, corporate governance plays a central role in determining how organizations allocate resources, supervise managerial actions, and maintain accountability across all levels of operation in today's increasingly complex and competitive global environment.

Despite extensive theoretical discussions on the subject, notable gaps remain in understanding the practical impact of corporate governance on organizational performance. While many studies recognize governance as essential for promoting accountability, transparency, and strategic oversight, fewer empirical works examine how specific governance components directly influence organizational outcomes. Critical areas such as board effectiveness, ethical leadership styles, and internal audit and control systems require further

investigation to clarify their impact on operational efficiency and institutional stability (Hamzah, et al., 2026; Hussien, et al., 2025; Becheş, & Anghel, 2025). Additionally, much of the existing literature focuses on large corporations in developed economies, leaving a limited understanding of how governance practices function within public institutions and similar public-sector organizations in developing contexts (Phuangsuwan, et al., 2025; Ajibola, 2025).

Corporate governance has often been conceptualised in the literature as a relatively stable and well-defined framework. However, in practice, governance systems are continually reshaped by rapid technological advancements, regulatory reforms, and the increasing integration of environmental, social, and governance (ESG) expectations. In particular, the emergence of digital governance tools, alongside heightened ESG awareness, has introduced new layers of complexity that earlier studies did not sufficiently explore or address (Nurzianti, et al., 2026; Sang, et al., 2025; Samara, et al., 2025). Furthermore, a significant limitation in existing research is its strong focus on short-term financial performance indicators, often at the expense of long-term sustainability outcomes and institutional resilience. These gaps highlight the need for a more comprehensive examination of how corporate governance influences organisational performance over time.

Against this background, this study focuses on corporate governance and performance within the NRS, Abuja, Nigeria. It seeks to contribute to existing knowledge by addressing the identified gaps in the literature. Specifically, the study is guided by the following research questions: How does board effectiveness influence the operational efficiency of NRS in Abuja? In what ways does ethical leadership affect the institutional effectiveness of NRS in Abuja? To what extent does internal audit control enhance transparency and accountability within NRS in Abuja? The main objective of this study is to examine corporate governance and performance in NRS, Abuja, Nigeria. In line with this, the specific objectives are to: assess the effect of board effectiveness on the operational efficiency of NRS in Abuja; investigate the influence of ethical leadership

on the institutional effectiveness of NRS in Abuja; and evaluate the impact of internal audit control on transparency and accountability within NRS in Abuja.

Statement of Hypotheses

The study is guided by the following null hypotheses, which are formulated for empirical testing:

HO1: Board effectiveness has no significant effect on the operational efficiency of the NRS in Abuja.

HO2: Ethical leadership style has no significant effect on the institutional effectiveness of the NRS in Abuja.

HO3: Internal audit control has no significant effect on transparency and accountability within the NRS in Abuja.

II. LITERATURE REVIEW

Corporate Governance

Corporate governance is widely regarded as a contemporary concept in business and management that defines how organizations are directed and controlled. In today's corporate environment, especially within the banking sector, it provides the structural framework through which policies, regulations, and operational procedures are formulated and executed. These frameworks are vital for ensuring sustainability, enhancing organizational performance, and supporting long-term profitability.

Corporate governance establishes clear principles that guide how decisions are made and how organizational actions align with stakeholder interests. When grounded in ethical conduct and responsible decision-making, it strengthens financial sustainability. Organizations with strong governance systems tend to attract reputable investors and sustain public trust. In addition, the consistent application of governance principles promotes ethical behaviour and reinforces accountability across all levels of an organization. Transparency and fairness are also more effectively achieved under well-structured governance systems. Research consistently showed that effective corporate governance improves accountability, transparency, fairness, and environmental responsibility in organizations

(Aguilera, & Ruiz Castillo, 2025; Agyemang, et al., 2025).

In a broader context, corporate governance are systems, structures, and processes through which organizations are managed and controlled. It defines the distribution of authority, clarifying who is responsible for decision-making and how accountability is enforced. As such, it serves as a practical framework that enables boards and management teams to handle organizational challenges with efficiency and discipline. By ensuring that appropriate decision-making mechanisms are in place, governance structures help organizations balance the interests of diverse stakeholders, including shareholders, employees, suppliers, customers, and the wider community. Strong governance also enhances institutional integrity by ensuring that decisions are guided by established rules and ethical standards. Consequently, organizations that adopt effective governance practices are better positioned to maintain stability, strengthen stakeholder trust, and achieve long-term strategic goals (Frag, 2026; Ríos, et al., 2026; Hamzah, et al., 2026).

Corporate governance also plays a vital role in strengthening stakeholder management and improving leadership quality within modern organizations. It supports the achievement of organizational objectives by ensuring that leadership decisions are consistent with the firm's strategic vision and core values. The board of directors is central to this process, as its expertise and oversight significantly influence governance effectiveness.

Corporate governance also includes the processes through which organizations set objectives and pursue them while responding to regulatory, social, and market pressures. These mechanisms help organizations operate responsibly while maintaining stakeholder confidence. Scholars and institutions agree that strong governance enhances the quality of managerial decision-making. Ethical and informed decisions, in turn, promote sustainability and long-term value creation. Furthermore, corporate governance strengthens internal control systems, improves managerial competence, and supports the effective use of management accounting information

systems (Yahaya, 2026; Aniceto, et al., 2025; Hristov, & Searcy, 2025).

Beyond leadership and decision-making, corporate governance is a key mechanism for sustaining organizational performance in dynamic and competitive environments. It enables organizations to respond effectively to economic uncertainty, regulatory demands, and changing market conditions. Empirical evidence showed that strong governance systems significantly enhance operational performance across sectors (Aloulou, & Alshohail, 2026; Alsulami, 2026). In banking, for example, corporate governance improves efficiency, financial stability, and risk management practices. Manufacturing firms also benefit through improved processes and stronger strategic decision-making. Overall, these findings demonstrated that governance structures are essential for building resilience and maintaining competitiveness in modern organizations (Hristov, & Searcy, 2025; Suntsova, 2026).

Overall, effective corporate governance supports consistent performance and long-term sustainability. Empirical studies indicated that governance frameworks positively influence both financial results and operational efficiency (Aloulou, & Alshohail, 2026; Khan, et al., 2026). Organizations with strong governance systems are better positioned for sustained growth and stability. Additionally, governance practices improve performance in various sectors, including public revenue institutions. The benefits are not limited to financial outcomes alone; they also extend to employee performance and organizational productivity. When governance principles are fully integrated into organizational culture, employees tend to show greater commitment, efficiency, and productivity. As a result, corporate governance enhances not only strategic leadership decisions but also overall organizational and workforce performance (Isabirye, et al., 2025; Amzi, 2025; Onovwiona, & Okiti, 2025; Apriyanto, et al., 2025; Naibaho, & Shahab, 2025).

Board effectiveness is another crucial element of corporate governance. It describes how well a board of directors performs its responsibilities both individually and collectively. Traditionally, board performance was assessed mainly through financial

outcomes. However, modern perspectives now include broader indicators such as strategic leadership, sustainability, and long-term value creation. An effective board ensures that organizational goals are clearly defined and aligned with the company's mission. A key aspect of this effectiveness is the ability to develop SMART objectives are goals that are Specific, Measurable, Attainable, Reliable, and Time-bound. In addition, board composition and structure significantly influence effectiveness. Specialized committees within the board can strengthen oversight and improve decision-making. Diversity in gender, ethnicity, and professional background also enhances board performance by broadening perspectives, reducing groupthink, and improving strategic judgment (Quttainah, et al., 2025; Torchia, & Solarino, 2026; Christopher, 2026; Banhmeid, & Hamoudah, 2026).

Ethical leadership is another essential dimension of effective corporate governance. It is characterized by integrity, fairness, and strong moral principles in decision-making and organizational conduct. Studies posit that ethical leaders prioritize transparency and accountability while ensuring that their actions align with ethical standards (Onsori, et al., 2026; Walker, 2026). By modelling ethical behaviour, they foster an organizational culture built on trust, respect, and responsibility. This leadership style also encourages open communication, inclusiveness, and mutual respect among employees, thereby improving morale and commitment. Furthermore, ethical leadership supports long-term success by aligning business practices with socially responsible values. Within governance systems, it plays a key role in shaping organizational culture and strengthening stakeholder confidence. It extends beyond legal compliance by encouraging sound moral judgment in addressing ethical challenges (Ossiannilsson, 2025; Kyambade, & Namatovu, 2025; Karl, 2025).

Internal audit control is equally important in strengthening corporate governance structures. It is an independent function that evaluates and improves the effectiveness of internal controls, risk management, and governance processes. Through systematic examination of financial records, operational activities, and compliance procedures,

internal audit ensures accuracy, reliability, and accountability (Attaf, 2026; Fauzan, et al., 2026). It also identifies weaknesses, inefficiencies, and potential risks, enabling organizations to safeguard assets and make informed decisions. As a governance tool, internal audit supports both management and the board in monitoring performance and ensuring regulatory compliance. It also acts as a watchdog by detecting irregularities and enhancing financial transparency. Studies emphasised that light of increasing corporate scandals and governance failures, internal audit has become a critical mechanism for maintaining stakeholder trust and strengthening organizational resilience (Al Astal, et al., 2024; Boufounou, et al., 2024; Oyedotun, et al., 2025; Mandal, 2025).

Organisational Performance

Organizational performance can be described as degree to which an organization successfully achieves its objectives while making efficient use of available resources. It encompasses both financial and non-financial outcomes. Financial outcomes include indicators such as profitability, revenue growth, and return on investment. Non-financial outcomes, on the other hand, include factors like customer satisfaction, employee productivity, innovation capacity, and corporate social responsibility (Lokpobiri, & Bingilar, 2026; Badwan, ET AL., 2026). A high level of organizational performance generally reflects sound strategy execution, effective operational systems, and strong alignment between goals and results. Importantly, performance is not limited to short-term gains; it also includes long-term sustainability and competitiveness (Mensah, et al., 2026; Larabi, 2026). Through structured performance evaluation, organizations are able to track progress, identify gaps, and implement corrective actions that enhance value creation for stakeholders in a constantly changing business environment. Organizational performance is widely understood as a multidimensional concept that captures both efficiency and effectiveness in goal achievement (Asghar, et al., 2025).

In academic and professional discussions, organizational performance is commonly assessed using a blend of financial and non-financial indicators. Usman, et al. (2026) described it as an

organization's ability to achieve its goals through the effective and efficient use of resources. This definition emphasizes two core elements: the achievement of objectives and the optimal deployment of resources. Historically, performance measurement focused heavily on financial indicators such as profit margins, revenue growth, and return on investment (Msimangira, et al., 2026; Reiss, 2026).

However, this narrow approach has gradually shifted. Contemporary research argues that financial metrics alone are insufficient to reflect the overall health and resilience of organizations. As a result, broader evaluation frameworks now include dimensions such as customer satisfaction, employee engagement, innovation, operational effectiveness, and environmental responsibility (Sardi, & Modarelli, 2026; Tseng, et al., 2026). This evolution reflects a growing recognition that sustainable organizational success depends on balancing economic performance with social and strategic considerations.

As organizational environments become increasingly complex and competitive, many organizations now adopt integrated performance measurement systems. One of the most widely used is the Balanced Scorecard, which assesses performance across four key dimensions: financial results, internal business processes, learning and growth, and customer satisfaction (Živković, et al., 2026; Tseng, et al., 2026). This framework encourages organizations to align day-to-day operations with long-term strategic goals rather than focusing only on immediate financial outcomes. In addition, stakeholder theory has expanded the way performance is understood. It argued that organizations must consider the expectations of multiple stakeholder groups, including employees, customers, suppliers, communities, and investors, in order to achieve sustainable success (Haq, et al., 2026). This perspective shifts attention from profit maximization alone toward broader value creation. Furthermore, organizational performance can be evaluated at different levels, including individual, departmental, and organizational levels. Each level provides distinct insights into efficiency, effectiveness, and alignment with strategic goals (Khairunnisa, et al., 2026). Ecim, et al. (2025) further stressed that clear definitions of performance are essential, as vague interpretations

can lead to inconsistent measurement and poor strategic alignment.

Organizational performance is influenced by a wide range of internal and external factors, which often differ across industries and contexts (Nunes, et al., 2026; Ristandi, et al., 2026). Internal factors include leadership style, organizational culture, human capital, technological capability, and strategic alignment. For example, transformational leadership has been linked to higher employee motivation, stronger commitment, and increased innovation, all of which improve overall performance (Phinaitrup, 2026; Gaybullaev, & Strode, 2026). Similarly, organizations that promote cultures of learning, accountability, and innovation tend to achieve better results (Eragamreddy, 2026). Human resource practices such as training, talent development, and performance appraisal systems also play a key role in improving productivity and competitiveness (Ghannam, 2026). In addition, technological advancement has become a major driver of performance. The adoption of tools such as artificial intelligence, data analytics, and automation enables organizations to improve efficiency, enhance decision-making, and streamline operations (Mohamed, et al., 2026; Hussien, et al., 2026). Organizations that adapt quickly to technological change are better positioned to remain competitive in dynamic markets.

Effective measurement of organizational performance is essential for decision-making, accountability, and continuous improvement. Various tools have been developed for this purpose, including the Balanced Scorecard, the EFQM Excellence Model, and Key Performance Indicators (KPIs) (Cornelsen, 2026; Ziyadillayeva, 2026). Each framework provides a different perspective on organizational effectiveness. For instance, the Balanced Scorecard connects operational activities with strategic objectives across financial, customer, internal process, and learning perspectives (Popescu, et al., 2026). KPIs, on the other hand, provide specific and measurable indicators that allow managers to monitor progress and identify areas needing improvement. Alongside performance measurement, operational efficiency is a critical dimension of organizational success. It refers to how

well an organization utilizes its resources such as time, labour, and capital—to produce goods or services with minimal waste and maximum output. It involves improving processes, reducing costs, and enhancing productivity (Musaigwa, & Kalitanyi, 2026). Beyond cost reduction, operational efficiency also includes improvements in quality, speed, and overall process effectiveness, all of which contribute to competitiveness (Celestin, et al., 2026).

Several theoretical models support the improvement of operational efficiency. Lean Management and the Theory of Constraints, for example, focus on eliminating non-value-adding activities, streamlining workflows, and reducing bottlenecks in processes (Uko, et al., 2026; Benitez Martinez, 2025). In recent years, digital transformation has further strengthened operational efficiency through technologies such as automation, artificial intelligence, and advanced analytics (Ahmed, 2026; Alokdeh, et al., 2026). When operational improvements are aligned with strategic goals, they contribute not only to cost savings but also to long-term competitive advantage. In institutional and educational contexts, effectiveness is viewed as a multidimensional concept that includes academic quality, administrative efficiency, stakeholder satisfaction, and sustainable resource management (Ganiev, 2026). Leadership, governance structures, and strategic planning also play a central role, as alignment between vision, policy, and operations significantly shapes overall performance (Alzahmi, et al., 2026).

Transparency and accountability are also essential pillars of strong organizational performance and governance. Transparency is an openness in decision-making and the availability of accurate information to stakeholders and ensures that organizational actions are visible and understandable (Pérez-Pérez, et al., 2026). Accountability, in contrast, refers to the responsibility of individuals and institutions to justify their decisions and accept the consequences of their actions (Bergmann, 2026). Classical thinkers such as John Locke emphasized the importance of leadership accountability to the governed (Maurya, 2026). Modern interpretations described accountability as a relationship involving an actor, an evaluative body, and consequences for performance outcomes

(Krasodomska, et al., 2026). In contemporary governance systems, both transparency and accountability are reinforced through regulatory frameworks, auditing mechanisms, disclosure requirements, and stakeholder participation (Ehigie-Aibuedefe, et al., 2026). Together, these principles enhance trust, strengthen legitimacy, and promote responsible and sustainable organizational management (Álvarez-Domínguez, et al., 2026; Haq, et al., 2026).

Research Model

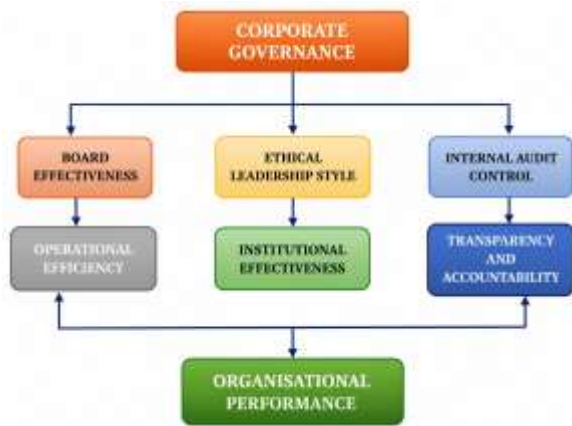


Fig 2.1: The Link Between Corporate Governance and the Performance of Revenue Collection Service Sector

The research model in Figure 2.1 showed the relationship between corporate governance and performance in the revenue collection sector. Corporate governance involves systems and principles that guide decisions while promoting accountability, transparency, and fairness. In revenue agencies, these mechanisms influence efficiency, ethical conduct, and stakeholder trust. Structures such as independent boards, clear regulations, and strong internal controls provide oversight and reduce corruption and mismanagement risks. The model also indicates that governance elements interact with performance outcomes. Performance in this sector includes financial efficiency, taxpayer compliance, customer satisfaction, and institutional credibility. Leadership integrity, accountability systems, and transparent reporting can shape these results. For instance, openness in reporting builds taxpayer trust and encourages compliance, while ethical leadership

reduces fraud and resource misuse. Organizational culture and stakeholder engagement therefore influence how effectively governance practices. Finally, the model offers a framework for understanding how governance affects public service delivery. By linking governance structures with performance outcomes, it helps researchers and policymakers identify areas for reform. These may include stronger monitoring systems, clearer accountability standards, and the promotion of ethical behaviour within revenue institutions. Regular evaluation of governance practices and performance indicators is also necessary to support learning, adaptation, and continuous institutional alignment and sustainability.

Theoretical Framework

Theory Public Governance: The Theory of Public Governance was articulated by Hood in 1991 as a response to the limitations of traditional public administration and the emerging challenges associated with New Public Management. The theory emphasizes the importance of transparency, accountability, citizen participation, and network-based coordination, rather than dependence on rigid bureaucratic hierarchies (Setiawan, 2026). It proposes a shift from centralized control to a more collaborative governance structure that brings together government institutions, the private sector, and civil society in both policy formulation and service delivery. Hood (1991) argues that public governance systems should be flexible, citizen-centred, and performance-oriented in order to effectively respond to the growing complexity of public sector demands. In this regard, the approach promotes decentralization, participatory democracy, and shared responsibility, all of which contribute to improved institutional efficiency, responsiveness, and public trust (Hamzah, et al., 2026). The application of Public Governance Theory provides a valuable framework for assessing corporate governance practices within public institutions such as the NRS in Abuja, Nigeria. The theory underscores the significance of transparent, accountable, and ethical management practices as essential foundations for effective public service delivery. Within this framework, key governance components including board effectiveness, ethical leadership, and internal audit control are critical determinants of

organizational performance (Angwaomaodoko, 2025; Legodi, et al., 2025). An effective board is responsible for providing strategic direction, ensuring compliance with regulatory requirements, and safeguarding public resources through independence, competence, and sound judgment. Ethical leadership, on the other hand, fosters integrity, fairness, and openness, thereby reducing the risks of corruption, misconduct, and inefficiency often associated with public sector institutions. Similarly, robust internal audit systems enhance accountability by reviewing financial operations, identifying potential risks, and ensuring strict adherence to established policies and standards (El-Sehetry, & Ismael, 2025). Collectively, these governance mechanisms strengthen institutional credibility, improve operational efficiency, and build stakeholder confidence in NRS.

From a performance standpoint, Public Governance Theory further explains how effective governance structures contribute to improved organizational outcomes, including digital transformation, enhanced employee productivity, and increased revenue generation within NRS (Chandra, & Feng, 2026). Strong governance frameworks create an enabling environment for innovation, particularly through the adoption of digital tax administration systems such as e-filing platforms, automated processing tools, and advanced data analytics (Anjarwi, 2026). In addition, effective oversight mechanisms, ethical leadership, and internal control systems enhance employee motivation, minimize operational inefficiencies, and strengthen the overall fiscal capacity of the organization. However, despite its strengths, critics argue that the theory lacks clear operational clarity in defining accountability structures. Furthermore, extensive stakeholder involvement may sometimes result in delays, conflicting interests, and power imbalances, which can potentially undermine transparency and effective oversight in practice.

Empirical Reviews

Nurzianti et al. (2026) examined the influence of corporate governance mechanisms on strategic risk management (SRM) and overall firm performance. The study adopted a quantitative research approach and analysed data using Partial Least Squares Structural Equation Modelling (PLS-SEM). Data were collected from managerial-level employees

working in organizations operating within highly volatile and risk-sensitive environments. The researchers applied the PLS-SEM “10-times rule” in determining the minimum sample size based on the most complex construct, which contained eight indicators. This resulted in a minimum requirement of 80 responses. However, to improve the reliability, robustness, and generalizability of the findings, the researchers targeted between 200 and 300 respondents. The findings revealed that board independence and board expertise significantly enhanced the adoption of SRM practices. This implied that effective supervision and professional competence played vital roles in managing strategic risks. The study further revealed that SRM had a strong positive effect on firm performance, demonstrating its importance in improving organizational resilience and competitiveness.

However, board independence, board expertise, and board size did not directly influence firm performance. This suggested that governance mechanisms improved organizational outcomes mainly through their contribution to risk management processes rather than through structural existence alone. In addition, board size did not significantly influence SRM, indicating that board quality and expertise were more important than the number of board members. The mediation analysis further confirmed that SRM significantly mediated the relationship between board independence and firm performance, as well as between board expertise and firm performance. The study concluded that organizations operating in uncertain business environments improved performance by integrating strong governance mechanisms with effective strategic risk management practices.

Puspitasari and Paramitalaksmi (2026) investigated the effect of Good Corporate Governance (GCG) mechanisms and Corporate Social Responsibility (CSR) disclosure on firm value among manufacturing companies listed on the Indonesia Stock Exchange (IDX) between 2021 and 2024. In the study, GCG was represented by institutional ownership and independent commissioners, while CSR disclosure was measured using the GRI Standards 2021 framework. The researchers adopted a quantitative research design and utilized secondary data obtained

from annual and sustainability reports. A purposive sampling technique was employed, which resulted in a final sample of 30 firms selected from a population of 118 manufacturing companies. Data were analysed using multiple linear regression with SPSS version 27. The findings indicated that institutional ownership did not significantly influence firm value. Conversely, the presence of independent commissioners exerted a positive and statistically significant effect on firm value. The study also revealed that CSR disclosure did not significantly affect firm value. These findings suggested that specific governance mechanisms, particularly board independence, contributed more significantly to firm valuation than ownership structure or CSR reporting practices.

Acquah-Sam et al. (2025) explored the relationship between corporate governance and firm performance in selected Sub-Saharan African countries, while also examining the moderating role of fiscal and monetary policy environments. The study adopted a panel research design and analysed data obtained from 309 firms between 2016 and 2022. The researchers employed the Huber M-estimation Robust Least Squares (HMRLS) regression technique to ensure robustness against outliers and heteroscedasticity.

The findings revealed that corporate governance exerted a positive and significant effect on firm performance across the region. The study further demonstrated that macroeconomic policies either strengthened or weakened the relationship between corporate governance and firm performance depending on the prevailing policy environment. However, the findings were limited to Anglophone Sub-Saharan African countries and could not be fully generalized to Francophone countries or other developing economies. Furthermore, the governance index used in the study was developed from publicly available annual report data, which may have limited the depth of governance measurement.

Amzi (2025) investigated the effects of corporate governance, firm growth, and debt policy on the financial performance of technology companies listed on the Indonesia Stock Exchange (IDX) between 2019 and 2023. The study relied on secondary data extracted from company annual reports and analysed

the data using SPSS version 25.0. The findings showed that the presence of an independent board of commissioners and firm growth positively influenced financial performance, which was measured using return on assets (ROA). In contrast, institutional ownership, managerial ownership, and debt policy measured by the debt-to-equity ratio did not show significant relationships with financial performance. The study therefore suggested that effective board oversight and sustainable business growth were more important determinants of financial performance in technology firms than ownership structure or capital structure decisions.

Jha et al. (2025) examined the relationship between corporate governance, firm risk, and firm performance, while considering group affiliation (GA) as a moderating variable. The study included 100 non-financial firms randomly selected from the top 500 companies listed on the Bombay Stock Exchange (BSE) based on market capitalization between 2013 and 2022. The researchers employed fixed-effects and random-effects regression models alongside generalized estimating equations (GEE) to enhance the robustness of the analysis. The findings indicated that strong corporate governance practices were associated with improved firm performance. The results further revealed that group affiliation moderated the relationship between governance and firm performance, although the combined effect was not statistically significant. In addition, firms with stronger governance structures engaged in lower levels of risk-taking, particularly standalone firms. Overall, the study emphasized the importance of governance quality in influencing both organizational risk behaviour and performance outcomes.

III. METHODOLOGY

Research Designs

The study adopted a descriptive survey research design to determine the effect of the independent variable on the attainment and sustainability of the dependent variable and to ensure credible findings. The descriptive survey approach was considered suitable for examining corporate governance and the performance of the NRS in Abuja, Nigeria. It provides a systematic means of collecting empirical data on the relationship between governance

practices and organizational outcomes. The design also enables the researcher to examine existing conditions, perceptions, and opinions of NRS employees and management regarding how governance mechanisms such as board accountability, transparency, regulatory compliance, and internal control systems affect organizational performance.

Sampling Techniques

The study on corporate governance and NRS performance in Abuja, Nigeria, used stratified random sampling to ensure representative, unbiased respondent selection. This method accounted for different hierarchical levels and departments, including audit, tax compliance, administration, finance, and enforcement. By dividing the population into subgroups based on characteristics like department or job role and sampling proportionally, the approach improved the study's accuracy, reliability, and generalizability of findings.

Population of the Study

The study population comprised 1,551 employees, representing the entire workforce of the NRS headquarters in Abuja, Nigeria. Including personnel from different departments ensured diverse perspectives on tax administration and organizational performance. This comprehensive representation strengthened the study's validity, reduced bias, and improved the reliability of findings for policy and operational improvements.

Table 3.1 Population Frame

S/N	NRS Headquarters	Population
1.	Senior Cadres	487
2.	Junior Cadres	1064
	Total	1551

Researcher's Computation from HR Department (2026)

Sample Size Determination

The sample size of a statistical sample is the number of observations that constitute it. It is typically denoted as n, a positive integer. The sample size is an important feature of any empirical study in which the goal was to make inferences about a population from

a sample. This resulted to the sample size of 318 by using Yamane's (1967) sample size determination formula in the study.

$$n = \frac{N}{1+N(e)^2}$$

Where: N = Population Size
 1= Constant

n= Sample size

e = Error of Margin (0.05) 2

$$n = \frac{1551}{1+1551(0.05)^2}$$

$$n = \frac{1551}{1+1551(0.0025)} = \frac{1551}{1+3.8775}$$

$$n = \frac{1551}{4.8775}$$

n = 317.99 = 318 Respondents

Using Borley's proportional allocation formula (1926):

$$n = \frac{n(n)}{N}$$

Where n = Element within the sample frame. i.e number allocated to each management staff and non-management staff.

n = Sample or proportion of the universe used for the study (total sample size)

N = Population of the study

1. Senior Cadres

$$n = \frac{487 \times 318}{1551}$$

$$n = \frac{154866}{1551}$$

$$n = 99.9$$

$$n = \underline{100 \text{ respondents}}$$

2. Junior Cadres

$$n = \frac{1064 \times 318}{1551}$$

$$n = \frac{338352}{1551}$$

$$n = 218.15 = 218 \text{ respondents}$$

To cross check: $100 + 218 = 318$ (Sample size)
 The sample size was 318 respondents. To avoid problems of no response, questionnaires being filled out incorrectly, and questionnaires possibly being lost, a sample size of 30 percent was provided and added to the sample to compensate for these limitations (Anderson, et al., 2017). 30% of 318 = 95, so $95 + 318 = 413$. To obtain complete and general information, this was allocated 30% to management employees and 70% to non-management employees.

Sources and Methods of Data Collection

The researchers collected primary data using a structured, closed-ended questionnaire distributed to NRS staff in Abuja to examine the relationship between corporate governance and organizational performance. The instrument was carefully designed and administered by the student researcher alongside experts in corporate governance and organizational performance. The questionnaire aimed to capture respondents' opinions and provide insights for the study. Data collection involved direct distribution to ensure accuracy and accountability. Responses were measured on a five-point scale: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1). Data were subsequently coded and presented as percentages for analysis.

Methods of data analysis

The researcher employed descriptive and inferential statistics, including percentages, tables, and related tools, to examine the relationship between corporate governance and organizational performance. Hypotheses were tested using simple regression, ANOVA, and correlation analysis in SPSS Version 27, analysing data from the NRS in Abuja, Nigeria, to determine the effect of corporate governance on organizational performance.

Estimation of Study Variables

The study included independent and dependent variables. Corporate Governance (CG), proxied by Board Effectiveness (BE), Ethical Leadership Style (ELS), and Internal Audit Control (IAC), served as the independent variable. Organisational Performance (OP), measured by Operational Efficiency (OE), Institutional Effectiveness (IE), and Transparency and Accountability (TA), was the dependent variable,

reflecting how corporate governance enhances organizational strength and sustainability.

$$OP = f(CG) \dots \dots \dots (i)$$

Therefore,

$$OP = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e$$

$$OE = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e \dots \dots \dots (i)$$

$$IE = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e \dots \dots \dots (ii)$$

$$TA = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e \dots \dots \dots (iii)$$

Were,
 β = Beta Coefficient of the parameter or the explanatory variables
 β_0 = Intercept
 e = Error Term

IV. DATA ANALYSIS AND DISCUSSION OF FINDINGS

Test of hypothesis One

HO1: Board effectiveness has not affected the digital transformation at NRS in Abuja.

Model 1

$$OE = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e \dots \dots \dots (i)$$

Model Summary			
Model	R	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.30592

a. Predictors: (Constant), IAC, BE, ELS

The Model Summary provides key insights into the strength and explanatory power of the regression model. The R value of .811 indicates a strong positive correlation between the predictors (IAC, BE, ELS) and the dependent variable, suggesting that these factors collectively have a significant relationship with the outcome being studied. The R Square value of .658 shows that approximately 65.8% of the variance in the dependent variable is explained by the independent variables included in the model, which reflects a substantial level of explanatory power. The Adjusted R Square of .655 adjusts for the number of predictors in the model and provides a more accurate measure of the model's fit,

confirming that the predictors account for a meaningful proportion of the variance. Finally, the Standard Error of the Estimate (.30592) indicates the average deviation of observed values from the predicted values, reflecting a relatively low margin of error and suggesting that the model provides fairly precise predictions. Overall, this summary suggests that the model is robust and effectively captures the relationships between the predictors and the dependent variable, making it suitable for further analysis and interpretation.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	71.949	3	23.983	256.271	.000 ^b
Residual	37.434	400	.094		
Total	109.383	403			

a. Dependent Variable: OE
 b. Predictors: (Constant), IAC, BE, ELS

The ANOVA table provides evidence of the overall significance of the regression model in explaining the variance in the dependent variable (OE). The F-statistic of 256.271 is highly significant, as indicated by the p-value (Sig.) of .000, which is less than the conventional alpha level of 0.05. Based on the decision rule, since the p-value is less than 0.05, we reject the null hypothesis that all predictors have no effect on the dependent variable. This confirms that the model, which includes the predictors IAC, BE, and ELS, explains a statistically significant proportion of the variance in OE. The Sum of Squares for Regression (71.949) accounts for a substantial portion of the total variance (109.383), further supporting the model's explanatory power. The Residual Sum of Squares (37.434) reflects unexplained variance, but its relatively small contribution compared to the total variance underscores the model's strong fit. Overall, the ANOVA results validate the effectiveness of the regression model in predicting OE, with the predictors collectively contributing significantly to the outcome.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.700	.121		5.779	.000
BE	.425	.032	.457	13.102	.000
ELS	.322	.143	.367	2.246	.025
IAC	.107	.021	.122	5.056	.000

a. Dependent Variable: OE

The Coefficients table provides insights into the individual contributions of the predictors (BE, ELS, IAC) to the dependent variable (OE). Using the decision rule, a predictor is considered statistically significant if its p-value (Sig.) is less than 0.05. For BE, the p-value is .000, with a strong standardized coefficient (Beta) of .457 and a high t-value of 13.102, indicating it is a highly significant and influential predictor of OE. Similarly, IAC is also significant (p = .000), with a Beta of .122 and a t-value of 5.056, suggesting a meaningful but comparatively smaller impact on OE. ELS is significant as well (p = .025), though its Beta (.367) and t-value (2.246) indicate a moderate effect. The constant (.700) is significant (p = .000), representing the baseline value of OE when all predictors are zero. Overall, all predictors significantly contribute to explaining OE, with BE having the strongest influence, followed by ELS and IAC. This analysis confirms that the model effectively identifies the relative importance of each predictor in determining OE.

Testing of hypothesis Two

HO2: Ethical leadership style has no effect on employee performance at NRS in Abuja.

Model 2

$$IE = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e \dots\dots\dots(ii)$$

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.636	.31384

a. Predictors: (Constant), IAC, BE, ELS

The Model Summary indicates that the regression model has a strong explanatory capacity, with an R value of .798, suggesting a robust positive correlation between the predictors (IAC, BE, ELS) and the dependent variable. The R Square value of .636 shows that approximately 63.6% of the variance in the dependent variable is explained by the independent variables, reflecting a substantial level of explanatory power. The Adjusted R Square of .634 adjusts for the number of predictors in the model, confirming that the model remains effective even after accounting for potential overfitting. The Standard Error of the Estimate (.31384) indicates the average deviation of observed values from the predicted values, which is relatively low, suggesting that the model provides reasonably accurate predictions. Overall, this summary demonstrates that the model is well-fitted and capable of explaining a significant proportion of the variance in the dependent variable, making it reliable for further analysis and interpretation.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	68.921	3	22.974	233.246	.000 ^b
Residual	39.398	400	.098		
Total	108.320	403			

a. Dependent Variable: IE
 b. Predictors: (Constant), IAC, BE, ELS

The ANOVA table demonstrates that the regression model is highly significant in explaining the variance in the dependent variable (IE). The F-statistic of 233.246 is associated with a p-value (Sig.) of .000, which is far below the conventional alpha level of 0.05. Based on the decision rule, since the p-value is less than 0.05, we reject the null hypothesis that the predictors have no effect on IE. This confirms that the model, incorporating IAC, BE, and ELS, explains a statistically significant proportion of the variance in IE. The Regression Sum of Squares (68.921) accounts for a large portion of the Total Sum of Squares (108.320), indicating the model's strong explanatory power. The Residual Sum of Squares (39.398) reflects unexplained variance, but its relatively small contribution underscores the model's good fit. Overall, the ANOVA results validate the

model's effectiveness in predicting IE, with the predictors collectively contributing significantly to the outcome.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.776	.124		6.249	.000
BE	.475	.033	.512	14.255	.000
ELS	.100	.021	.105	4.753	.000
IAC	.778	.029	.784	26.940	.000

a. Dependent Variable: IE

The Coefficients table reveals the individual contributions of the predictors (BE, ELS, IAC) to the dependent variable (IE). Using the decision rule, predictors are considered statistically significant if their p-value (Sig.) is less than 0.05. For BE, the p-value is .000, with a strong standardized coefficient (Beta) of .512 and a high t-value of 14.255, indicating it is a highly significant and influential predictor of IE. Similarly, ELS is significant (p = .000), with a Beta of .105 and a t-value of 4.753, suggesting a moderate but meaningful impact on IE. IAC is also highly significant (p = .000), with the largest Beta (.784) and the highest t-value (26.940), indicating it has the strongest influence on IE among the predictors. The constant (.776) is significant (p = .000), representing the baseline value of IE when all predictors are zero. Overall, all predictors significantly contribute to explaining IE, with IAC having the most substantial impact, followed by BE and ELS. This analysis confirms the model's ability to identify the relative importance of each predictor in determining IE.

Testing of hypothesis Three

HO3: Internal audit control has effect on revenue collection efficiency at NRS in Abuja.

Model 3

$$TA = \beta_0 + \beta_1 BE + \beta_2 ELS + \beta_3 IAC + e \dots\dots\dots(iii)$$

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.798	.634	.31384

1	.992 ^a	.984	.984	.07537
---	-------------------	------	------	--------

a. Predictors: (Constant), IAC, BE, ELS

The Model Summary demonstrates an exceptionally strong regression model, with an R value of .992 indicating a near-perfect correlation between the predictors (IAC, BE, ELS) and the dependent variable. The R Square value of .984 shows that approximately 98.4% of the variance in the dependent variable is explained by the independent variables, reflecting an extraordinarily high level of explanatory power. The Adjusted R Square of .984 confirms that this strength remains consistent even after accounting for the number of predictors, suggesting minimal risk of overfitting. The Standard Error of the Estimate (.07537) is remarkably low, indicating that the predicted values deviate very little from the observed values, underscoring the precision of the model. Overall, this summary highlights the model's exceptional fit and predictive accuracy, making it highly reliable for explaining and forecasting the dependent variable based on the included predictors.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	137.845	3	45.948	8088.825	.000 ^b
Residual	2.272	400	.006		
Total	140.117	403			

a. Dependent Variable: TA

b. Predictors: (Constant), IAC, BE, ELS

The ANOVA table demonstrates that the regression model is highly significant in explaining the variance in the dependent variable (TA). The F-statistic of 8088.825 is associated with a p-value (Sig.) of .000, which is far below the conventional alpha level of 0.05. Based on the decision rule, since the p-value is less than 0.05, we reject the null hypothesis that the predictors have no effect on TA. This confirms that the model, incorporating IAC, BE, and ELS, explains a statistically significant proportion of the variance in TA. The Regression Sum of Squares (137.845) accounts for nearly all of the Total Sum of Squares (140.117), indicating the model's exceptional explanatory power. The Residual Sum of Squares (2.272) reflects minimal unexplained variance, further underscoring the model's near-perfect fit.

Overall, the ANOVA results validate the model's extraordinary effectiveness in predicting TA, with the predictors collectively contributing significantly to the outcome.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Error Std.	Beta		
1 (Constant)	.023	.030		.759	.449
BE	.315	.040	.329	7.925	.000
ELS	.708	.035	.712	20.038	.000
IAC	.281	.035	.282	8.033	.000

a. Dependent Variable: TA

The Coefficients table provides insights into the individual contributions of the predictors (BE, ELS, IAC) to the dependent variable (TA). Using the decision rule, predictors are considered statistically significant if their p-value (Sig.) is less than 0.05. For BE, the p-value is .000, with a standardized coefficient (Beta) of .329 and a high t-value of 7.925, indicating it is a significant predictor of TA. Similarly, ELS is highly significant (p = .000), with the largest Beta (.712) and the highest t-value (20.038), suggesting it has the strongest influence on TA. IAC is also significant (p = .000), with a Beta of .282 and a t-value of 8.033, reflecting a meaningful but comparatively smaller impact. The constant (.023) is not significant (p = .449), indicating it does not contribute meaningfully to the prediction of TA. Overall, all predictors except the constant significantly contribute to explaining TA, with ELS having the most substantial impact, followed by IAC and BE. This analysis confirms the model's ability to identify the relative importance of each predictor in determining TA.

Discussion of Findings

The findings of the study revealed that corporate governance had a significant positive effect on the performance of the NRS in Abuja, Nigeria. This indicated that stronger governance structures were associated with improved organizational performance within the agency. A wide range of previous and recent empirical and conceptual studies similarly confirmed that corporate governance significantly

influenced the performance of revenue collection institutions and other organizational systems in diverse contexts (Nurzianti, et al. 2026; Acquah-Sam, et al., 2025; Amzi, 2025; Jha, et al., 2025). This outcome was also consistent with Public Governance Theory, which emphasized democratic participation, decentralization, and shared responsibility as mechanisms for improving efficiency, responsiveness, and institutional trust through inclusive governance structures (Ang'ana, 2025; Puspitasari, & Paramitalaksmi, 2026). Accordingly, the theory provided a strong conceptual foundation for understanding how corporate governance mechanisms influenced the strategic and operational performance of NRS in Abuja, Nigeria. However, a few recent studies presented contrasting views, reporting that corporate governance did not significantly affect the performance of revenue collection institutions (Apriyanto, et al., 2025; Becheş, & Anghel, 2025).

Based on the first hypothesis (HO1), which stated that board effectiveness had no effect on the operational efficiency of NRS in Abuja, the result of the analysis showed that board effectiveness significantly influenced operational efficiency. This implied that the effectiveness of the governing board played an important role in shaping how efficiently NRS carried out its operations. It further suggested that strengthening board practices could enhance institutional performance and support long-term organizational success. This finding was consistent with earlier studies by Álvarez-Domínguez, et al. (2026), Christopher, (2026), and Banhmeid, and Hamoudah, (2026), which demonstrated that board effectiveness had a strategic influence on operational efficiency and organizational systems. The result also contributed to a broader understanding of how corporate governance practices relate to organizational performance, highlighting the importance of improving employees' awareness of governance principles and standards in economic institutions. In addition, previous conceptual and empirical studies supported the view that effective boards positively influenced operational performance and sustainability outcomes (Quttainah, et al., 2025; Torchia, & Solarino, 2026) However, this finding differed from the result reported by Aloulou, and Alshohail, (2026).

Regarding the second hypothesis (HO2), which stated that ethical leadership style had no effect on institutional effectiveness of NRS in Abuja, the result showed that ethical leadership style significantly influenced institutional effectiveness. This implied that ethical leadership practices were essential in enhancing the effectiveness of the organization. It also indicated that leadership grounded in fairness, integrity, and accountability played a vital role in improving institutional outcomes within NRS, Abuja, Nigeria. These findings highlighted the importance of developing and sustaining ethical leadership approaches that align with institutional goals and performance expectations. This result was consistent with several empirical and conceptual studies that confirmed the positive effect of ethical leadership on institutional effectiveness across various organizational settings (Madanchian, & Taherdoost, 2025; Onsoni, et al., 2025; Walker, 2026). However, the finding was not in agreement with the results reported by Haq, et al. (2026), Shah, and Shome, (2026).

For the third hypothesis (HO3), which stated that internal audit control had no effect on transparency and accountability of NRS in Abuja, the results revealed that internal audit control significantly influenced transparency and accountability within the organization. This indicated that stronger internal audit systems contributed to improved openness and accountability in NRS operations. The finding aligned with earlier studies which reported that internal audit control positively enhanced transparency and accountability in public institutions over time (Attaf, 2026; El-Sehety, & Ismael, 2025; Fauzan, et al., 2026). Furthermore, conceptual perspectives from other studies also supported the view that effective internal audit control systems had a strategic impact on transparency, accountability, service delivery quality, and customer relationship management in public sector institutions (El-Sehety, & Ismael, 2025).

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

In conclusion, this study has delved into the intricate relationship between corporate governance practices specifically board effectiveness, ethical leadership,

and internal audit control and the organizational performance metrics of the NRS in Abuja, Nigeria. The findings underscore a pivotal role played by robust corporate governance frameworks in shaping not only operational efficiency but also strategic outcomes crucial for contemporary public sector entities navigating transparency and accountability and stakeholder expectations. Firstly, the effectiveness of the board of directors emerges as a cornerstone in steering NRS towards its objectives amidst evolving regulatory landscapes and technological advancements. The board's strategic oversight, when coupled with diverse expertise and ethical stewardship, significantly influences policy formulation and operational agility. This study reveals that boards fostering transparency, accountability, and proactive risk management practices are better positioned to navigate complex challenges and capitalize on emerging opportunities in digital tax administration. Secondly, ethical leadership within NRS proves instrumental in fostering a culture of integrity, trust, and professional conduct among employees and institutional effectiveness. Leaders who exemplify ethical standards not only uphold organizational values but also inspire higher levels of commitment and performance across all tiers of the organization. By prioritizing fairness, inclusivity, and meritocracy, ethical leaders within NRS contribute to a conducive work environment where innovation thrives, and employee engagement becomes a catalyst for service excellence and operational efficiency.

Moreover, the role of internal audit controls emerges as critical in safeguarding financial integrity and regulatory compliance within NRS. Effective internal audit frameworks enhance transparency and accountability by monitoring financial processes, detecting potential fraud or misconduct, and ensuring adherence to established policies and procedures. This study underscores the importance of continuous improvement in internal audit practices to mitigate risks, enhance decision-making, and maintain public trust in NRS's financial operations. From a performance perspective, NRS's commitment to digital transformation emerges as a pivotal driver of operational efficiency and service delivery excellence. By leveraging technology to streamline tax administration processes, enhance data analytics

capabilities, and improve taxpayer compliance, NRS not only enhances revenue collection efficiency but also strengthens its role as a key driver of economic growth and fiscal sustainability in Nigeria.

The findings of this study underscore the symbiotic relationship between effective corporate governance practices encompassing board effectiveness, ethical leadership, and internal audit controls and the performance outcomes of NRS in Abuja. By embracing principles of transparency, accountability, and ethical stewardship, NRS can navigate complexities, capitalize on digital opportunities, and sustainably enhance its operational and strategic impact in the realm of tax administration.

RECOMMENDATIONS

The following recommendations are considered in this study. They are:

- i. The management of NRS in Abuja should enhance board effectiveness through regular digital training, transparent governance practices, and inclusive decision-making to successfully drive operational efficiency, improve service delivery, and ensure strategic alignment with Nigeria's evolving tax administration landscape.
- ii. The management of NRS in Abuja should strengthen ethical leadership practices through continuous training, transparent communication, and accountability frameworks to enhance institutional effectiveness, trust, and overall performance within the organization.
- iii. It is recommended that NRS Abuja strengthen its internal audit controls through regular staff training, automated audit systems, and strict compliance checks to enhance transparency and accountability, which will significantly improve revenue collection efficiency and reduce the risk of financial irregularities.

Contribution to Knowledge

This study on corporate governance specifically focusing on board effectiveness, ethical leadership, and internal audit control provides valuable contributions to the literature by bridging contextual and empirical gaps and research model proposed to NRS in Abuja. Previous studies have largely concentrated on private organizations and financial

institutions, with limited emphasis on how governance structures influence operational performance in revenue-generating public agencies. By examining digital transformation, employee performance, and revenue collection efficiency as performance indicators, the study uniquely captures the multidimensional nature of public sector performance. It also highlights the direct and indirect roles that governance mechanisms play in driving innovation, accountability, and efficiency in tax administration. This is especially relevant given the increasing need for transparency, fiscal discipline, and digital modernization in Nigeria's public finance ecosystem.

Additionally, the study filled significant theoretical and practical gaps by providing empirical evidence on the interrelationship between governance practices and performance outcomes in a government revenue agency. While prior research often treated governance components in isolation, this study integrates board effectiveness, ethical leadership, and internal audit control to explore their collective impact. It revealed how a well-structured board with ethical leadership and strong internal controls can drive digital reforms, boost staff motivation, and improve revenue collection systems. The findings offered actionable insights for policy makers, especially on strengthening governance frameworks that align with digitalization efforts and public accountability. Furthermore, the study contributes to theory development by contextualizing corporate governance within a public-sector setting, thereby extending its relevance beyond the traditional private sector applications and enriching academic discourse on governance-performance dynamics in developing economies like Nigeria.

Suggestions for Further Study Areas

Future research on corporate governance and the performance of the NRS in Abuja, Nigeria, can explore several critical areas to deepen understanding and policy relevance. Scholars may investigate the role of digital governance tools in enhancing transparency and accountability within NRS operations. Additionally, studies could examine the influence of board diversity and independence on decision-making and revenue performance. Further research might also assess how stakeholder

engagement and ethical leadership affect public trust and institutional efficiency. Comparative analyses between NRS and other government revenue agencies across Africa could offer broader insights into governance practices. Lastly, evaluating the impact of regulatory frameworks and anti-corruption policies on corporate governance outcomes in NRS would contribute significantly to the literature and policy reforms in Nigeria's public sector.

REFERENCES

- [1] Acquah-Sam, E., Atugeba, I. L. A., & Ayebofo, B. (2025). Analyzing the corporate governance and firm performance nexus: the interaction effect of fiscal and monetary policies of selected SSA countries. *Corporate Governance: The International Journal of Business in Society*.
- [2] Aguilera, R. V., & Ruiz Castillo, M. (2025). Toward an updated corporate governance framework: Fundamentals, disruptions, and future research. *BRQ Business Research Quarterly*, 28(2), 336-348.
- [3] Agyemang, A. O., Yusheng, K., & Osei, A. (2025). Addressing Sustainability Footprint Disclosure for High Pollutant Firms in China and the US: The Roles of Firms Governance Structure, Financing Decisions, and Eco-Technology. *Corporate Social Responsibility and Environmental Management*.
- [4] Ahmed, M. M. A. (2023). The relationship between corporate governance mechanisms and integrated reporting practices and their impact on sustainable development goals: evidence from South Africa. *Meditari Accountancy Research*.
- [5] Ajibola, A. (2025). Tobin-Q Valuation Methodology of the Impact of Corporate Governance Structure on Organizational Performance: Evidence from Nigeria's Banking Sector. *BRICS Journal of Economics*, 6(1), 35-52.
- [6] Akinsola, K. (2025). Legal Compliance in Corporate Governance Frameworks: Best Practices for Ensuring Transparency,

- Accountability, and Risk Mitigation. *Accountability, and Risk Mitigation* (January 31, 2025).
- [7] Alokdeh, S. K., Al-Sulaiti, I., Shwede, F., Alzoubi, H. M., & Ahmed, G. (2026). Transforming Smart Manufacturing: The Pivotal Role of IOT and Data Integration in Enhancing Operational Efficiency in Manufacturing Sector.
- [8] Aloulou, W. J., & Alshohail, N. F. (2026). From Control to Value: How Governance, Risk Management and Compliance Improve Operational Efficiency and Company Reputation in Saudi Technology-Driven Firms. *Risks*, 14(1), 19.
- [9] Alsulami, S. G. (2026). Impact of Smart Governance on Institutional Sustainability: Empirical Evidence from Higher Education. *International Journal of Technology in Education and Science*, 472490.
- [10] Álvarez-Domínguez, M. ^a. A., Calvo-Silvosa, A., Ortiz-Rodríguez, D., & López-Hernández, A. M. (2026). Towards legitimacy: board members' perceptions of transparency, accountability and effectiveness in Spanish Regional Audit Institutions. *Journal of Public Budgeting, Accounting & Financial Management*, 38(6), 42-60.
- [11] Alzahmi, O., El-Mohamady, M., & Hanafy, H. A. (2026). Navigating Public Sector Transformation: Exploring the Interplay of Digital Leadership, Strategic Agility, and Organizational Performance. *Global Journal of Flexible Systems Management*, 1-24.
- [12] Amzi, J. M. Y. (2025). The Influence of Corporate Governance, Company Growth, and Debt Policy on Financial Performance of Technology Sector Companies Listed on the IDX. *International Studies of Management*, 1(1), 58-72.
- [13] Anderson, S. F., Kelley, K., & Maxwell, S. E. (2017). Sample-size planning for more accurate statistical power: A method adjusting sample effect sizes for publication bias and uncertainty. *Psychological science*, 28(11), 1547-1562.
- [14] Aniceto, K., Nguri, J. W., Eduarda, M., Shimizu, E., & Akinyemi, A. (2025). Effective Strategic Management Practices in Finance. *AJPO Journals USA LLC*.
- [15] Angwaomaodoko, E. A. (2025). Corporate Governance and Firm Performance: Investigating the Impact of Governance Structures on Economic Outcome. *Path of Science*, 10(12), 1001-1011.
- [16] Anjarwi, A. W. (2026). The digital transformation of tax audits: How AI, big data, blockchain, and advanced analytics are reshaping tax evasion detection. *Journal of Business Analytics*, 1-12.
- [17] Apriyanto, G., Supanto, F., Salle, I. Z., & Sumtaky, M. (2025). Transforming corporate governance: Excellence in human resources and environment in Indonesia. *SA Journal of Human Resource Management*, 23, 10.
- [18] Asghar, J., Kanbach, D. K., & Kraus, S. (2025). Toward a multidimensional concept of organizational agility: A systematic literature review. *Management Review Quarterly*, 76(1), 885-911.
- [19] Attaf, W. F. (2026). A Comparative Analysis of the 2017 and 2024 Global Internal Auditing Standards and Their Implementation Challenges in Developing Countries: Toward Adapting to Change. *Dutch Journal of Finance and Management*, 8(2), 40226.
- [20] Badwan, N., Saleh, Q., Darwazeh, R., & Rashdan, M. (2026). Intellectual capital and firm performance: empirical evidence from non-bank and non-financial institutions in Palestine. *Management & Sustainability: An Arab Review*, 1-26.
- [21] Banhmeid, B., & Hamoudah, M. M. (2026). Board effectiveness and environmental performance: evidence from Saudi listed firms. *Frontiers in Sustainability*, 7, 1776334.
- [22] Becheş, P. D., & Anghel, F. G. (2025). Corporate Governance and Performance. Insights from a Bibliometric Perspective for an

- Emerging Country. *CECCAR Business Review*, 6(2), 59-77.
- [23] Benitez Martinez, A. Z. (2025). Application of Value Stream Mapping in High-Mix Low-Volume (HMLV) Manufacturing= Value Stream Mapping; Lean Manufacturing; High-Mix Low-Volume; Continuous Improvement; Small and Medium Enterprises; Production Variability (Doctoral dissertation, Politecnico di Torino).
- [24] Bergmann, A. (2026). Accountability beyond the numbers. *Public Money & Management*, 46(3), 237-238.
- [25] Celestin, M., Mishra, S., & Mishra, A. K. (2026). The Transformative Power of Management Accounting in Enhancing Operational Efficiency and Business Performance.
- [26] Chandra, Y., & Feng, N. (2026). Algorithms for a new season? Mapping a decade of research on the artificial intelligence-driven digital transformation of public administration. *Public Management Review*, 28(3), 620-654.
- [27] Christopher, E. (2026). The Role of Board Effectiveness in Shaping the Influence of ESG Disclosures on Financial Performance: The case of Tanzanian Listed Companies. *Business Management Review*, 29(1), 4.
- [28] Cornelsen, S. (2026). Integration of artificial intelligence for enhanced organizational performance: developing a data-driven process measurement system (Doctoral dissertation, Vilniaus universitetas.).
- [29] Ecim, D., Maroun, W., & Ferreira, C. (2025). Aligning key performance indicators with integrated thinking principles: insights from academic literature and South African organisations' extra-financial reports. *Corporate Social Responsibility and Environmental Management*, 32(3), 4270-4294.
- [30] Ehigie-Aibuedefe, J. O., Edmund, O., & Eke, R. I. (2026). The Impact Of Transparency And Accountability On Public Sector Accounting Standards (Ipsas) Implementation In Nigeria. *Ayden Research Journal of Accounting and Finance*, 14(1), 1-17.
- [31] El-Sehetry, G. M. M., & Ismael, M. M. (2025). The Conceptual Dilemma between Internal Control and Internal Audit in Egyptian Public Organizations. *The Arab Journal of Administration*, 45(3), 345-362.
- [32] Eragamreddy, N. (2026). Cultivating a Culture of Innovation With AI. In *Impact of AI on Entrepreneurial Leadership* (pp. 219-286). IGI Global Scientific Publishing.
- [33] Farag, M. I. H. (2026). Sustainability as a Management Strategy: Integrating Environmental, Social, and Governance Practices into Business Administration. *Management Science Advances*, 3(1), 20-44.
- [34] Fauzan, M., Lubis, S. W., Uli, D. B., Deliana, D., & Napitupulu, I. H. (2026). The Role of Internal Audit in Enhancing the Effectiveness of Budgetary Control at the High Prosecutor's Office of North Sumatra. *Prosiding Simposium Ilmiah Akuntansi*, 18-31.
- [35] Ghannam, M. (2026). An analysis of the issue and challenges in the practices of HR-performance appraisal activities in the 21st century. *International Journal of Organizational Analysis*, 34(3), 761-785.
- [36] Ganiev, S. (2026). Institutional-Indicator Approach to Assessing the Effectiveness of Regional Innovation Policy. *Central Asian Journal of Innovations on Tourism Management and Finance*, 7(1), 1-9.
- [37] Gaybullaev, O., & Strode, J. P. (2026). Transformational leadership and organizational sustainability performance: A systematic literature review of global evidence. *Environment, Development and Sustainability*, 1-49.
- [38] Hamzah, Z. L., Sulaiman, N. A., & Ismail, M. M. (2026). Overview of Corporate Governance. In *Concepts of Corporate Governance and Public Governance: Building Identity, Brand, Image and Reputation in the Digital Era* (pp. 35-76). Singapore: Springer Nature Singapore.

- [39] Hamzah, Z. L., Sulaiman, N. A., & Ismail, M. M. (2026). Concepts of Corporate Governance and Public Governance. Springer Books.
- [40] Hamzah, Z. L., Sulaiman, N. A., & Ismail, M. M. (2026). Corporate Governance and Corporate Brand Performance. In Concepts of Corporate Governance and Public Governance: Building Identity, Brand, Image and Reputation in the Digital Era (pp. 123-143). Singapore: Springer Nature Singapore.
- [41] Haq, N. U., Yin, Y., Mehmood, I., & Fareed, M. (2026). The Role of Leadership in Driving Sustainable Development Goals Integration in Corporate Social Responsibility: A Systematic Literature Review. Corporate Social Responsibility and Environmental Management.
- [42] Hristov, I., & Searcy, C. (2025). Integrating sustainability with corporate governance: a framework to implement the corporate sustainability reporting directive through a balanced scorecard. *Management Decision*, 63(2), 443-467.
- [43] Hussien, L. F., Alrawashedh, N. H., Deek, A., Alshaketheep, K., Zraqat, O., Al-Awamleh, H. K., & Zureigat, Q. (2025). Corporate governance and energy sector sustainability performance disclosure. *International Journal of Energy Sector Management*. Hwang, B. N., Jitanugoon, S., & Puntha, P. (2026). AI integration in service delivery: enhancing business and sustainability performance amid challenges. *Journal of Services Marketing*, 40(2), 263-281.
- [44] Isabirye, J., Kasekende, F., Ngoma, M., & Mafabi, S. (2025). Public-sector organisational competitiveness using the lens of corporate governance practices drawing evidence from Uganda. *Corporate Governance: The International Journal of Business in Society*.
- [45] Jha, R. K., Kalita, N., & Tiwari, R. K. (2025). Corporate governance, firm risk and firm performance: the moderating role of group affiliation. *Asian Review of Accounting*, 33(2), 320-340.
- [46] Khairunnisa, D., Simanjuntak, M. A. P., Kristinae, V., Syamsudin, A., & Harinie, L. T. (2026, February). Competency-Based Performance Management: A Review of The Literature on The Alignment Between Individual Performance, Team Effectiveness, And Organizational Goals. In The Fifth International Conference on Government Education Management and Tourism+ Engineering (Vol. 5, pp. 041-041).
- [47] Khan, M. D., Patoli, A. Q., Ullah, M., Akbar, Z., Bajwa, A., & Sajjad, Q. (2026). The impact of corporate governance on firm performance: The mediating role of investment efficiency and the moderating role of financial constraints. *Advance Journal of Econometrics and Finance*, 4(1), 628-637.
- [48] Krasodomska, J., Zarzycka, E., Dobija, D., & Dumay, J. (2026). Critical dialogic accountability online: responsibility networks and the dynamics of legitimacy repair. *Accounting, Auditing & Accountability Journal*, 39(9), 126-153.
- [49] Larabi, C. (2026). Linking innovation capability, strategic orientation, and strategic renewal to sustainable performance: a dynamic capabilities perspective in Saudi small and medium enterprises. *Business Strategy and the Environment*, 35(1), 1255-1271.
- [50] Legodi, A. H., Coetzee, L., & Erasmus, L. (2025). Enhancing effective public sector governance: Effectiveness of audit committees in South African municipalities.
- [51] Lokpobiri, T. E. S., & Bingilar, P. F. P. (2026). Financial Performance Indicators and Employee Management Reports of Listed Agricultural Firms in Nigeria. *JENER Journal of Empirical and Non-Empirical Research*, Volume 2, Issue 2, Page 149-155 | Article No. 19 DOI: 10.4898/jener.v2i2.a19 ISSN: 7895-921
- [52] Ly, B. (2025). Bridging governance and technology: Key determinants of AI adoption in public administration. *Chinese Political Science Review*, 1-34.

- [53] Madanchian, M., & Taherdoost, H. (2025). Ethical theories, governance models, and strategic frameworks for responsible AI adoption and organizational success. *Frontiers in Artificial Intelligence*, 8, 1619029.
- [54] Maurya, S. K. (2026). Theoretical Foundations of Justice. In *Exploring Justice as a Social Indicator of Life: Philosophical Foundations and Empirical Approaches* (pp. 25-50). Cham: Springer Nature Switzerland.
- [55] Mensah, L., Arhinful, R., Obeng, H. A., & Gyamfi, B. A. (2026). Analyzing the impact of operating leverage on sustainable performance in Japanese firms using contingency theory. *Sustainable Development*, 34, 1267-1281.
- [56] Mohamed, M. M. A., Henni, M. D., & Sorour, N. A. A. (2026). Integrating Digital and AI-Driven Productivity into National Accounts: A Systemic Analysis of Economic Impacts in Emerging and Advanced Economies. *Sustainability*, 18(2), 878.
- [57] Msimangira, K. A., Wong, S., & Venkatraman, S. (2026). Re-Examining Organisational Performance: An Empirical Study on the Relationships Between Revenue, Net Profit, Cash Flow per Share, and Earnings per Share in Australian Energy Firms. *Information*, 17(4), 391.
- [58] Musaigwa, M., & Kalitanyi, V. (2026). Transforming Manufacturing: A Systematic Literature Review of Industry 4.0 Technologies and Their Impact on Operational Efficiency. *International Journal of Applied Research in Business and Management*, 7(1).
- [59] Naibaho, E. A. B., & Shahab, A. M. (2025). The Role of Corporate Governance Mechanism and Sustainability Reporting in Firm Performance: Evidence on Resource Based Sectors. *Advances in Management and Applied Economics*, 15(2).
- [60] Nunes, C. M., Gomes, P., & Santana, J. (2026). The influence of contextual factors on organisational performance: evidence from Portuguese hospitals. *Journal of Health Organization and Management*, 40(3), 457-480.
- [61] Nurzianti, R., Rahmaddian, T., & Hadi, M. Y. (2026). The Impact of Corporate Governance Mechanisms on Strategic Risk Management and Firm Performance. *Journal Management & Economics Review (JUMPER)*, 3(7), 367-382.
- [62] Octavio, M. F. R., Setiawan, D., Aryani, Y. A., & Arifin, T. (2026). The relationship between corporate governance and sustainability performance: the moderating role of public attention. *Asian Review of Accounting*, 34(1), 155-182.
- [63] Uko, V. J., Mmedo, E., Agaji, J., & Okechukwu, V. K. (2026). Integrating workflow and supply chain optimization for long-term business sustainability: An Integrated Operating Model for Performance, Resilience, and Responsible Growth.
- [64] Onson, M. R., Gyurian Nagy, N., & Szabó-Szentgróti, G. (2025). Ethical leadership and organizational resilience: exploring the interconnected dynamics. *International Journal of Ethics and Systems*, 41(3), 727-760.
- [65] Onovwiona, S., & Okiti, S. E. (2025). Corporate Governance and Human Resource Management in Nigeria's Oil and Gas Industry. *Logika: Jurnal Penelitian Universitas Kuningan*, 16(01), 1-23.
- [66] Pérez-Pérez, I., González-Afonso, M. C., Plasencia-Carballo, Z., & Pérez-Jorge, D. (2026). Transparency Mechanisms for Generative AI Use in Higher Education Assessment: A Systematic Scoping Review (2022–2026). *Computers*, 15(2), 111.
- [67] Phinaitrup, B. A. (2026). Transformational leadership, public service motivation, commitment, and performance in state-owned enterprises: results from a Delphi study of executive consensus. *Cogent Business & Management*, 13(1), 2608412.
- [68] Phuangsuwan, P., Siripipatthanakul, S., Praesri, S., & Rakpathum, W. (2025). The Relationship Between Good Governance And Organizational Performance Through The Mediating Role Of Employee Satisfaction. *Journal of Governance and Regulation*/Volume, 14(1).

- [69] Puspitasari, N. R. P. N. R., & Paramitalaksmi, R. (2026). The Effect Of Good Corporate Governance And Corporate Social Responsibility Disclosure On Company Value: Case Studies of Manufacturing Companies Listed on the Indonesia Stock Exchange from 2021-2024. *Jurnal Economic Resource*, 9(1), 388-396.
- [70] Quttainah, M. A., Pathak, A., & Soni, T. (2025). Configurations of Corporate Governance Mechanisms and Sustainable Development: A Review. *Indian Journal of Corporate Governance*, 09746862251327829.
- [71] Reiss, N. T. (2026). The Relationship Between Organizational Culture, Transformational Digitization, Innovation, Business Strategy, and Performance: A Forward-Looking Perspective Toward 2026. *The Relationship Between Organizational Culture, Transformational Digitization, Innovation, Business Strategy, and Performance: A Forward-Looking Perspective Toward*.
- [72] Ríos, A. M., Raimo, N., Benito, B., Vitolla, F., & Guillamón, M. D. (2026). Governing for the goals: how governance quality shapes the achievement of the sustainable development goals. *Sustainable Development*, 34, 422-436.
- [73] Ristandi, D. K., Maarif, M. S., Affandi, J., & Sukmawati, A. (2026). Ecosystem-driven adoption of human resource analytics: institutional mechanisms and perceived organizational performance in Indonesia. *Cogent Business & Management*, 13(1), 2642549.
- [74] Samara, H. H., Qudah, H. A., Mohsin, H. J., Abualhijad, S., Bani Hani, L. Y., Al Rahamneh, S., & AlQudah, M. Z. (2025). Artificial intelligence and machine learning in corporate governance: A bibliometric analysis. *Human Systems Management*, 44(2), 349-375.
- [75] Sang, Y., Loganathan, K., & Sukirthanandan, P. (2025). A Study on the Impact of Corporate Digital Transformation on Environmental, Social, and Governance (ESG) Performance: Mechanism Analysis Based on Resource Allocation Efficiency and Technological Gap. *Sustainability*, 17(8), 3308.
- [76] Sardi, A., & Modarelli, G. (2026). Integrating artificial intelligence into performance measurement and management: a systematic literature review. *International Journal of Productivity and Performance Management*, 1-44.
- [77] Setiawan, T. (2026). Rethinking Public Governance: A Qualitative Study on the Meanings, Practices, and Challenges of Contemporary Governance. *Journal of Law, Policy, and Governance*, 1(1), 20-25.
- [78] Shah, A., & Shome, S. (2026). Corporate leadership strategy and CSR spending: evaluating the role of structural corporate governance in India. *International Journal of Emerging Markets*, 21(2), 460-487.
- [79] Suntsova, O. (2026) Strategic Resilience in Economic Systems: A Managerial and Governance Framework for Volatility/Digital Sovereignty as a Factor of Competitiveness of the National Economy (scientific monograph): Olesia Suntsova, Artur Horbovyi, Joanna Prystrom, Ruslan M. Boichuk, Bohdan V. Grechanyk, Iryna Pogorielovska, Ewa Kuzionko-Ochrymiuk, Katarzyna Wierzbicka, USA, U-Sun, New-York, 2026. P. 60-79. ISBN 9798255970292.
- [80] Torchia, M., & Solarino, A. (2026). Gender, ethnic and nationality board diversity and firm performance: a meta-analysis. *Corporate Governance: The International Journal of Business in Society*, 26(1), 233-252.
- [81] Tseng, H. Y., Wu, H. Y., & Yeh, S. S. (2026). Measuring the sustainability management performance of international tourist hotels: development and application of a balanced scorecard. *Tourism Recreation Research*, 1-16.
- [82] Usman, R., Ibrahim, A. I., Kamerili, Y., Sucakni, R. I., Febriana, E., Andriani, N., & Basalamah, M. F. (2026). Total Implementation of Management Information Systems on Organizational Performance Improvement.

International Journal of Health, Economics, and Social Sciences (IJHESS), 8(1), 276-282.

- [83] Walker, G. E. (2026). Ethical Leadership and Funding Strategies in Nonprofit Organizations (Doctoral dissertation, Walden University).
- [84] Yahaya, O. A. (2026). The effect of corporate governance determinants on accounting information disclosure quality in Nigeria. *Journal of Accounting and Finance Research*, 14(2), 135-170.
- [85] Živković, N., Milošević, I., & Glogovac, M. (2026). Integrating QMS model and balanced scorecard in higher education in the era of industry 5.0. *Total Quality Management & Business Excellence*, 37(1-2), 129-146.
- [86] Ziyadillayeva, S. (2026). Development Of Quality Management Systems in the Context of Digital Transformation. *Innovation Science and Technology*, 2(4).