

# Identifying Managerial Awareness Level on Negotiation and Conflict Resolution in Nepalese Banking Sectors: Descriptive Cross-sectional Analysis

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## **Abstract**

These days conflict resolution and negotiation seem to be tough and challenging tasks for managerial-level employees. Conflict with various stakeholders in the banking industry can be considered a major aspect. The study employs a descriptive data analysis procedure that covers a sample of 267 managerial-level staff. The purpose of this study is to identify the managerial awareness level of negotiation and conflict resolution in Nepalese banking sectors. The results of the study illustrated that managerial levels at commercial banks in Kathmandu Valley have high (86.14%) negotiation skills. Also, 67.16% of managers in the banking sector focus on maintaining a good relationship with another party while trying to resolve conflict through negotiation. Managerial employees even agreed that they faced challenges in the process of negotiation and conflict resolution. One of the major challenges is the lack of timing among the employees at commercial banks, due to which proper negotiation rarely takes place.

**Keywords:** Conflict resolution, Negotiation, Banks, Awareness level, Managers, Nepalese banking sector

**JEL Classification:** D74, F51, G21

## **1. Introduction**

Managers of different organizations require expertise, leadership skills, and the ability to conduct effective negotiations in a wide range of business situations, including business transactions, job agreements, team building, contracts, and conflict resolution (Miller, 2014; Paudel et al., 2021a). Unless these skills and roles are clearly understood, managers will not be able to effectively plan tasks, convey expectations, provide input, or be prepared for job changes or other training and career development activities (Gentry et al., 2008). For managers to be effective, they must have cognitive, interpersonal, business, and strategic skills (Mumford, Campion, & Morgeson, 2007). Interpersonal skills including negotiating skills, communication skills, and collaborative problem-solving skills are important skills for organizational managers (Martin-rough et al., 2019). The increasing complexity of working relationships and the rise of new organizational models place immense pressure on managers to become more effective in resolving various conflicts that arise in the workplace (Ma, 2007).

Conflict is an inevitable issue in any organization (Oredein & Eigbe, 2014), conflict may arise when a group of people accuses one another in a manner that will provoke an argument that can lead to verbal abuse, violence, loss of life, and property. In some settings, conflicts can grow to a very high extent. Strategies have been developed to resolve the processes involved, escalate tensions into violence, and de-escalate them through negotiation and mediation into a mutually satisfactory resolution. Negotiation may prove to be an effective way of putting an end to or resolving disputes to the mutual satisfaction of parties through discussion and shared compromises between opponents. Likewise, Caputo et al. (2019) explain that negotiation is a mechanism of possibly opportunistic interaction through which two or more parties, with some obvious disagreement, try to do better by mutually agreed action than they otherwise would. Real-world negotiations also involve incentives for mutual benefit and personal gain opportunities at the other party's expense (Martin-raugh et al., 2019). According to Miller (2014), understanding how a group interacts in a situation of interpersonal conflict is the first aspect of successful negotiation.

Conflict resolution is generally described as when people or groups enter into a negotiation process to resolve conflict, a certain viewpoint will be brought to the table in their attempts to resolve the conflict (Oredein & Eigbe, 2014). A negotiation is a key tool used in conflict management and resolution (Cenere, Gill, Lawson, & Lewis, 2018). Negotiations are any social interaction in which two or more parties mutually decide how to allocate scarce resources or address conflicting interests (Van Zant & Kray, 2015). According to Zohar (2015), there are two forms of strategy: cooperation and control. The controlling strategy depicts one benefit only from the defeat of the other. This strategy is less common, but successful, and is getting certain results. Strategy for cooperation on the other hand is a theoretical possibility that both parties will reach their goal by compromise. However, Ganesan (1993) from conflict resolution research found that there are five negotiation styles or strategies often used in business. These strategies are: integrating, competing, avoiding, compromising, and accommodating.

Nepal still has to reach the level of maturity and articulation on the scope of the negotiation (Paudel et al., 2020; Parajuli et al., 2020; Shrestha et al., 2020; Paudel et al., 2021; Paudel & Devkota, 2022). With so many new developments in trade and commerce, fierce competition, and very little knowledge of the subject, one can only imagine what our negotiators are going to do. Nepalese lack emphasis on their needs and therefore seriously lack negotiating skills (Pawan, 2007). Negotiation is seen as a highly desired tool for keeping the other side committed to problem-solving (Shrestha, 2006). Management skills are a collection of knowledge, skills, behaviors, and attitudes that a person needs to be successful in a wide variety of managerial jobs and organizations (Khadka, Gurung, & Chaulagain, 2013). Lack of managers' skills and competencies in companies leads to inefficient resource allocation, efficiency, and outcome of company services. Gyawali (2014) explains that it is important to have good communication skills in today's highly informative and technical environment. Most people still seem to be struggling with communication in Nepal. They will be held back not only by the inability to communicate effectively in their professions but also in their social and personal relations.

Without good communication skills, things will turn into chaos. Good communication skills should be given high priority in Nepalese organizations (Paudel et al., 2020). Effective communication skills can encourage more effective business practices and enable people within the company to communicate easily with each other (Parajuli et al., 2020; Shrestha et al., 2020). Thus, though several separate studies have been conducted in the areas of conflict, negotiation, and communication in the Nepalese market the study of the managerial role in conflict management and negotiation in the banking sector of Nepal is a noble area in Nepal. So, this would be useful for managers of different fields such as banks, universities, manufacturing companies, and other

professionals to enhance their communication and negotiation skills and to know about how the negotiation process can help in resolving various conflicts that might arise in the workplace.

The remaining part of this study is organized as follows: the second part discusses review from empirical literature, the third part covers methods used in the study, the fourth section includes results and the final section includes the conclusion.

## **2. Review of Literature**

This section is related to the various empirical studies conducted in different countries. Many researchers worked on many variables that are in some way related to this study and presented their results and interpretation according to the method they had chosen.

Effective leadership allows managers to cultivate intellectual, social, and emotional intelligence to understand the needs of all team members and to foresee and act accordingly (Cherian & Farouq, 2013). Management efforts to improve employee engagement include direct communication, highlighting the importance of communication and negotiation skills for managers when leading the activity team (Fatehi & Choi, 2019). Negotiation has always been an important part of a manager's job, and its significance is likely to be enhanced by current trends toward more networked organizations, employee engagement, and group dynamics that dramatically alter the nature of relationships between members of the organization. Managers negotiate with peers and superiors within the company, vendors, and clients, and even with subordinates when the director chooses not to use legitimate authority or force or is unable to do so (Watson & Hoffman, 1996). Thus, this section highlights the following issues related to the area of study.

### ***Relation between Negotiation and Conflict Resolution***

Conflict is a complex phenomenon that is prevalent in our society (Henning, 2003; Van Zant & Kray, 2015). A situation of conflict or negotiation is one in which there is a conflict of interests or what one wants is not necessarily what the other wants and where both sides prefer to seek solutions instead of breaking off contact (Wertheim, 1996). Conflict resolution is generally described as when people or groups enter into a negotiation process to resolve conflict, a certain viewpoint will be brought to the table in their attempts to resolve the conflict (Oredein & Eigbe, 2014). Conflict resolution can be psychologically exhausting and emotionally draining. Yet understanding that conflict requiring resolution is neither good nor bad, is essential because there can be both positive and negative results. It can be harmful but can also play a positive role for you individually and for your personal and professional relationships (Wertheim, 1996). A negotiation is a key tool used in conflict management and resolution (Cenere et al., 2018). Negotiations are any social interaction in which two or more parties mutually decide how to allocate scarce resources or address conflicting interests (Van Zant & Kray, 2015). Negotiation is used to prevent violence before it has taken hold, to stop violence once it has begun, and to avoid or prevent its recurrence and create conditions for lasting peace after the violence (Cenere et al., 2018).

### ***Negotiation Strategies used by managers***

Negotiation strategies are the interaction techniques used by the opposing parties to resolve conflicts (Ganesan, 1993). According to (Zohar, 2015), There are two forms of strategy: cooperation and control. The controlling strategy depicts that one benefits only from the defeat of the other. This strategy is less common, but successful, and is getting certain results. Strategy for cooperation on the other hand is a theoretical possibility that both parties will reach their goal by compromise (Zohar, 2015). However, Ganesan (1993) from conflict resolution research found that there are five negotiation styles or strategies often used in business. These strategies are; Problem-solving strategy that helps to resolve conflicts through the development of solutions that integrates the requirement of both parties, hence also known as integrating strategy (Ganesan, 1993; Mahmoodi, 2012). The compromising strategy helps in conflict resolution through the

development of a middle course on the issues of both parties (Wertheim, 1996). A competing strategy which is also known as dominating strategy refers to a preference for satisfying your needs rather than satisfying the other's needs. Avoiding strategy refers to being indifferent about satisfying either your needs or the other's needs and the final strategy is accommodating strategy where: simply it doesn't matter to you but it matters to the other person to win (Wertheim, 1996).

#### ***Types and major causes of conflicts in a workplace***

Past studies on organizational conflicts are generally distinguished between process, relationships, and task conflict (Rispen & Demerouti, 2016). Disagreements regarding job-related issues are task conflicts. Relationship conflicts are problems that are not related to the task but deal with personal values and issues that underlie the relationships of people at work. process conflicts address logistical issues related to the task (Rispen & Demerouti, 2016). Most conflicts are caused due to opposing interests. We face these situations multiple times a day in this highly complex society. The modern organization adds a whole new group of possible conflict-causing factors that already exist (Wertheim, 1996). Some of the major causes are differences of people in terms of work styles, perceptions, and communication problems, competition of employees over scarce resources, complex and contradictory incentive systems, continuous tension between equality and equity, increasing interdependence, ambiguity over responsibility and authority, etc. (Wertheim, 1996)

#### ***Importance of negotiation for conflict resolution to Managers***

Every need that calls for satisfaction and every need to be fulfilled is potentially an opportunity for negotiation (Wertheim, 1996). Whenever people are exchanging ideas to improve relationships, whenever they are discussing to reach an agreement, they are negotiating. A manager is a person responsible for administering and controlling an organization or managing a group of staff. To be successful, managers need to have a clear understanding of the importance of different skills in their managerial role (Gentry et al., 2008).

Every manager requires to have good knowledge about the different negotiation strategies and should have the necessary negotiation skills for resolving conflicts as it helps in preventing or stopping violence in an organization. When conflict arises, managers can stop violence through negotiation (Cenere et al., 2018). Another importance of negotiation is that it helps in advancing and protecting the interest of the parties in conflict. Durable peace can be built through effective negotiation and by talking through problems by managers at the workplace. When conflict arises, effective negotiation also helps in solving the problem and building and improving the relationship between the parties (Cenere et al., 2018).

### **3. Data and Methodology**

#### ***Study Area***

The study area selected for this study is Kathmandu Valley which lies in province 3 of Nepal. Kathmandu Valley is the most populated and developed city in Nepal covering an area of about 30x35 km (Haack & Rafter, 2006). Valley's latitude is 27°32'13" and 27°49'10" north and its longitudes are 85°11'31" and 85°31'38" east (Paudel et al., 2020). It is bowl-shaped and is located at a mean elevation of about 1300 meters i.e., 4265 feet above sea level (Figure 1). Kathmandu valley is becoming a center for many business activities and services. Kathmandu valley is chosen as the study area because there are many business activities taking place in this area and all 27 commercial banks also have their head offices in Kathmandu Valley.

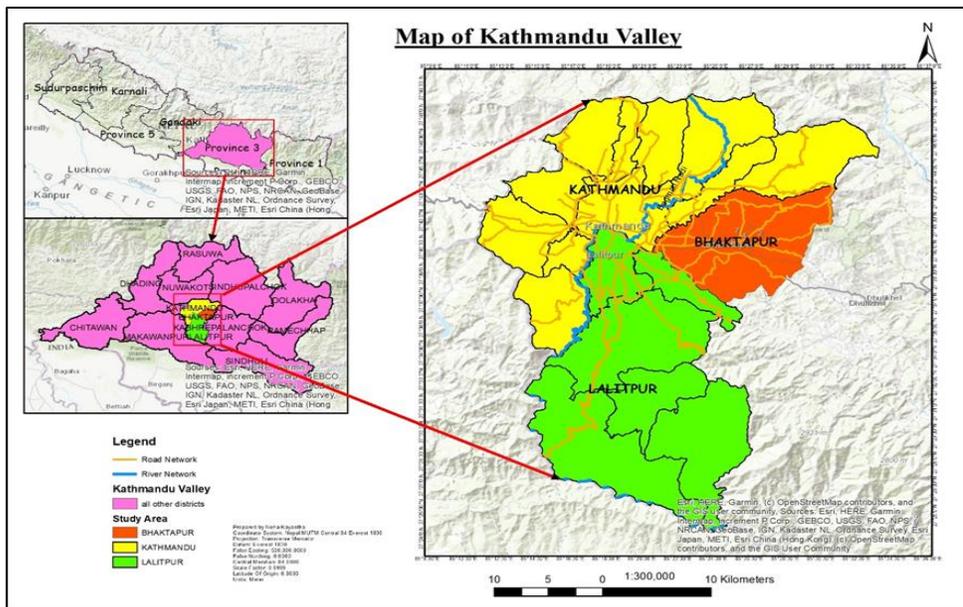
#### ***Population and Sample***

The population for this study is the managers and employees at the officer level from the different selected commercial banks located in Kathmandu Valley. The banking sector is chosen because of its competitive nature and its performance (Bhandari et al., 2021). Among the other sector, the Banking sector is the most integrated, sophisticated and alluring, and demanding one. It attracts more youngsters as an employee and covers almost 61% of the population (NRB, 2019). Conflict

in the banking sector means there is a lot of distortion in the other sector of an economy. Non-probability sampling was used for the research. Purposive sampling which is also known as judgmental sampling is selected for the study. It is a form of non-probability sampling in which the researchers rely on their judgment while choosing members of the population.

The formula for sample size determination is shown as  $n = z^2pq/l^2$  (Israel, 1992). Where,  $n_0$  = sample size required for the study, the Standard tabulated value for 5% level of significance ( $z$ ) = 1.96,  $p$  = Prevalence or proportion of an event 50 % = 0.50 (More et al., 2012). So,  $p = 0.50, q = 1 - p, = 0.50$ . An allowable error that can be tolerated ( $e$ ) = 6 %. Thus, the sample size taken for the study was 280 but due to various restrictions imposed because of COVID-19, only 267 responses were collected.

**Figure 1: Study Area**



**Research Instruments and Data Analysis**

The research instrument used for the study was Self-Administered Questionnaires. Self-Administered Questionnaires have been prepared for the process of data collection. The data collection is based on structural questionnaires where the participants have provided their responses based on their preferences and assumptions. The questionnaires were in the form of a 5-point Likert scale, subjective questions, and multiple-choice questions. Questionnaires were distributed among the managers and senior-level employees of "A" grade banks and responses were collected with the help of a data collection tool, kobo collect.

Data Analysis is carried out based on descriptive analysis as well as the negotiation skill index. The data analysis includes the identification of the status of banking managers, constructing the negotiation skill index, identification of the determinants of managerial negotiation, and identification of challenges in the managerial negotiation for conflict resolution as well as the managerial solutions related to it.

#### 4. Results and Discussions

##### *Socio-Demographic Characteristics*

Different socio-demographic characteristics such as age, sex, education level, and experience level were analyzed for the study where 267 managerial-level staff from commercial banks of Kathmandu valley were interviewed. Age is a socio-demographic variable that is a significant predictor for negotiation and conflict resolution (Son et al., 2008). In this study, most of the respondents are of age between 35-44. This means that, in the context of the commercial banking sector of Nepal, most (82%) of the negotiators are between the age of 35-44 which implies that in the Nepalese banking sector negotiation for conflict resolution generally takes place during mid-career and late career. However, in a similar study conducted in Turkey by Mamatoglu and Keskin (2019), the participants were working adults from different work settings and between the age group 26 -53. This shows that negotiation for resolving conflict at a workplace generally takes place at mid and higher positions.

The study comprised 64% male and 36% female respondents which shows that men are much higher in number in comparison to women in higher positions in the Nepalese Banking Sector. In a similar study conducted in Japan by Nakatsugawa and Takai (2013) the sex composition of the participants that negotiated for resolving conflicts was 68% men and 32% female. This shows that what men usually occupy, women put in a position of power, status, and visibility are much lower (Kray & Thompson, 2004). Education plays a very important part in negotiation in a similar context majority (92.9%) of managerial staff have completed their masters whereas only 7.1% of the total respondents have education till bachelor's degree. This shows that the majority of the managerial-level employee have masters level degrees and 62% of the bankers of commercial banks in Kathmandu Valley at the managerial level have work experience between 10-19 years.

**Table 1: Socio-Demographic Characteristics**

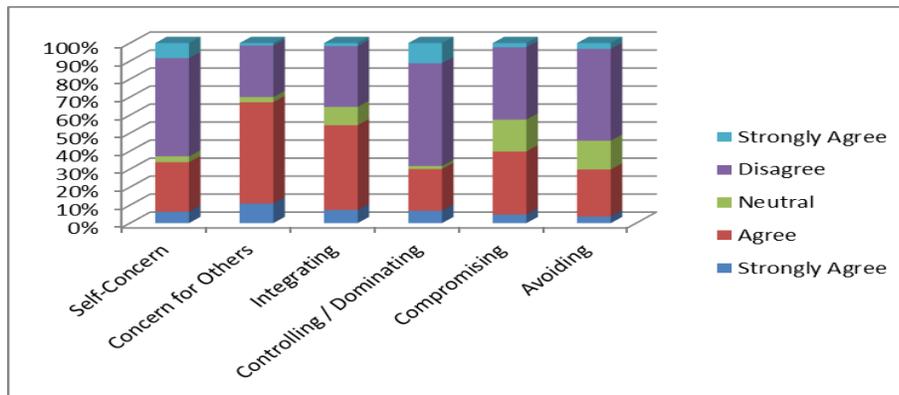
Variables	Number	Percentage
Age		
25-34	33	12.7
35-44	116	43.4
45-54	104	38.6
55-64	14	5.2
Sex		
Male	171	64
Female	96	36
Level of Education		
Bachelor's	19	7.1
Master's	248	92.9
Experience		
1 – 9 years	59	22
10 – 19 years	165	62
20 years and above	43	16

***Determinants for Negotiation Strategies***

Various factors are considered determinants for negotiation strategies (i.e. self-concern, concern for others, integrating, controlling/dominating, compromising, and avoiding). Self-Concern refers to protecting one's image in a situation of negotiation for conflict resolution (Zhang et al., 2014). If negotiators lean more toward self-concern, they will first place their interest, resulting in a situation of a fixed sum. Therefore, in such circumstances, negotiators will demonstrate competitive behavior to assert their value (Caputo et al., 2019). According to this study, it is seen that most of the respondents have low self-concern which means that the majority of respondents while resolving conflicts through negotiation do not pursue their interests first and do not defend themselves over others' interests. A comparatively low number of respondents focus on protecting their image. Negotiators with high self-concern will claim value for themselves through competitive behaviors while negotiating for conflict resolution.

Concern for others relates to promoting or sustaining a good relationship with the other parties (Caputo et al., 2019). As per the study findings, almost 67.16% of the respondents have high concerns for others which mean that majority of the managers in the banking sector focus on maintaining a good relationship with another party while trying to resolve conflict through negotiation. Most of the respondents have a high concern for others which refers to fostering or maintaining a positive relationship with other parties in a negotiating situation in the banking sector. However, 29.97% of the respondents have low concern for others, which refers that they do not try to maintain good relationships with the other party and do not try to focus on others' issues.

**Figure 2: Determinants of Negotiation Strategies**



Integrating Strategy is associated with the principles of problem-solving, teamwork, partnership, solution-orientation, win-win, or positive-sum style (Henning, 2003). It is a problem-solving strategy that helps to overcome conflicts by designing strategies that integrate the criteria of both parties and is also known as integrating strategy. Here 54% of the respondents think that integrating strategy is appropriate for resolving conflict as it is a Win-Win Strategy of negotiation where both the parties' needs are tried to be met. However, 44% of the respondents do not think that integrating strategy is the best strategy for negotiation.

The dominant conflict resolution negotiating technique is focused on high self-interest and low regard for others (Ting-Toomey et al., 1991). This is an uncooperative and assertive approach. People who have a high concern for themselves and low concern for others prefer using this strategy for negotiation (Cardon & Okoro, 2010). The research conducted shows that the majority of the respondents do not prefer using the dominating strategy for conflict resolution. The

compromising strategy of negotiation for conflict resolution lies between cooperatively and assertively (Ganesan, 1993). The aim is to find a solution that is easy, appropriate to each other, and partially satisfies both parties (Ting-Toomey et al., 1991). It is seen that about 40% of the respondents prefer to use the idea of using the compromising strategy and about 42% of the respondents do not prefer using the strategy.

The avoiding strategy of conflict resolution through negotiation is the product of consideration for others (Ting-Toomey et al., 1991). The avoidance could take the form of a matter being diplomatically side-stepped, postponed to a better time, or simply omitted or withdrawn from a conflict situation (Zhang et al., 2014). From the study, it has been understood that only about 30% of the respondents prefer using the avoiding strategy and trying to avoid the conflict whereas about 54% of the respondents do not prefer using the avoiding strategy (Figure 2).

### ***Negotiation Skill Index***

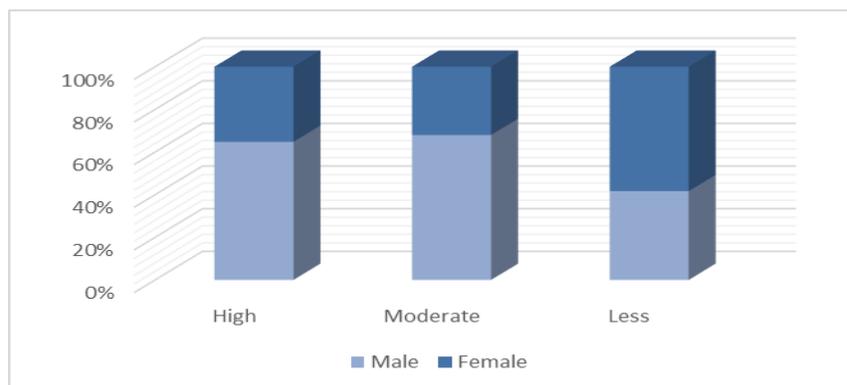
This study measures the negotiation skill index with the help of 3 attributes for negotiation skills: Identity, Negotiation and Adaptation, and Decision Making. There is a total of 40 questions that contain yes and no as response options to respondents where 16 questions regarding identity, 13 questions regarding negotiation and adaptation, and 11 questions regarding decision-making are kept forward so that we can know the negotiation skills among the managers. Therefore, if a manager received more than 30 questions with yes or correct then they can be said as they are highly capable in conflict negotiation. Similarly, if managers receive less than 20 questions no or incorrect then they can be perceived as less aware of banking communication. The general form of identifying the negotiation skill index among managers is presented as:

$$y = \begin{cases} 1 & \text{if scale score} < 50\% \\ 2 & \text{if scale score} > 50\% \text{ to } < 75\% \\ 3 & \text{if scale score} > 75\% \text{ and above} \end{cases}$$

From figure 3 it can be easily understood that the majority of the respondents (the managerial level at Commercial Banks in Kathmandu Valley) have high negotiation skills or high knowledge regarding negotiation skills, and a very small percentage of the respondents had moderate and low negotiation skills or knowledge regarding negotiation skills.

From the study, it was revealed that managerial levels at commercial banks in Kathmandu Valley have high (86.14%) negotiation skills or high knowledge regarding negotiation skills among which 64.78 are male and 35.21% are female. This revealed that males are good negotiators in banks compared to females. From this, we can also state that banks should initiate certain activities and training that would help in enhancing the negotiation skills of female employees at the managerial level.

**Figure 3: Negotiation Skills Index**



***Challenges and Managerial Solutions for Conflict Resolution through Negotiation***

Most of the respondents agreed that there are some challenges to resolving conflict by using negotiation strategies. The most common challenges that respondents mostly felt are lack of time, cultural differences, misuse of power, not ready to listen to other parties, threats, different nature of people, incompetence, criticisms, derogatory comments, lack of preparation and confidence, lack of timing, lack of patience, aggressive behavior, etc. The most common among these challenges was a lack of timing among the employees at commercial banks due to which proper negotiation rarely takes place.

Conflict resolution is seen as the management of conflicts positively and cooperatively, and achieves mutually beneficial results with a long-term commitment by the parties (Calistru & Jitareanu, 2016). According to Milhench (2004) conflict resolution is a means of resolving a dispute and negotiating a solution. Knowing what your outcome is and the interests behind a conflict situation would significantly assist you in conflict management and negotiating mutually satisfactory outcomes (Milhench, 2004).

Negotiation at the proper time and place plays a major role in resolving Conflicts in the banking sector. The banking sector usually involves a high level of stress (Paudel et al., 2021b). In such a stressed working environment, appropriate time and place, giving parties in conflict to prepare the negotiation helps in effective conflict resolution. Hearing each other's point of view and trying to be empathetic while taking decisions during negotiation will aid in conflict resolution which is good for the overall organization. Creating a healthy conflict based on the improvement of skill. Frequent meetings, Interest-based negotiations, considering each other values and interests; frequent team-building exercises and workshops help in reducing and resolving conflicts in the organization.

## **5. Conclusions and Policy Implications**

This paper has performed an investigation of the identification of managerial awareness levels on negotiation and conflict resolution in Nepalese banking sectors. The analysis has been carried out among 267 managerial staff. Results have shown that managerial-level staff at commercial banks in Kathmandu Valley has high (86.14%) knowledge regarding negotiation skills. While self-concern, concern for others, integrating, controlling/dominating, compromising, and avoiding are considered major determinants of negotiation strategies, concern for others is widely (67.16%) adopted in negotiation. Likewise, it was revealed that various challenges are faced by managerial level employees in negotiation and conflict resolution therefore, frequent meetings, Interest-based negotiations, considering each other values and interests; frequent team building exercises, and workshops help in reducing and resolving conflicts in the organization.

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### **Data Availability Statement**

The data that support the findings of this study are available from the corresponding author upon reasonable request.

### **Disclosure statement**

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## Annex 1

### List of Commercial Banks in Nepal

Class "A" or Commercial Banks make up the largest share of assets in the banking sector. Because of the size, scale and importance of these banks, they are regulated more strictly than other class banks (Bank Supervision Report, 2017). Owing to liberalization in the banking sector, there was a dramatic increase in the number of private sectors owned commercial banks. However, the three public sector Commercial banks still have a considerable market share in the industry. Nevertheless, the share of private sector banks on total deposits, loans, and total assets has been increasing gradually. As on mid-January 2020, there are a total of 27 Commercial banks in Nepal (Nepal Rastra Bank, 2020).

Table 2: List of Commercial Banks in Nepal

S.No.	Name	Operation Date (A.D.)	Head Office	Paid up Capital
1	Nepal Bank Ltd.	1937/11/15	Dharmapath, Kathmandu	981.11
2	Agriculture Development Bank Ltd.	1968/01/21	Ramshahpath, Kathmandu	1444.82
3	Nabil Bank Ltd.	1984/07/12	Beena Marg, Kathmandu	1009.33
4	Nepal Investment Bank Ltd.	1986/03/09	Durbarmarg, Kathmandu	1422.11
5	Standard Chartered Bank Nepal Ltd.	1987/02/28	Nayabaneshwor, Kathmandu	801.14
6	Himalayan Bank Ltd.	1993/01/18	Kamaladi, Kathmandu	852.03
7	Nepal SBI Bank Ltd.	1993/07/07	Kesharmahal, Kathmandu	844.93
8	Nepal Bangladesh Bank Ltd.	1994/06/06	Kamaladi, Kathmandu	808.83
9	Everest Bank Ltd.	1994/10/18	Lazimpat, Kathmandu	810.69
10	Kumari Bank Ltd.	2001/04/03	Durbarmarg, Kathmandu	955.41
11	Laxmi Bank Ltd.	2002/04/03	Hattisar, Kathmandu	981.26
12	Citizens Bank International Ltd.	2007/04/20	Narayanhitipath, Kathmandu	862.22
13	Prime Commercial Bank Ltd.	2007/09/24	Kamalpokhari, Kathmandu	968.69
14	Sunrise Bank Ltd.	2007/10/12	Gairidhara, Kathmandu	896.78
15	Century Commercial Bank Ltd.	2011/03/10	Putalisadak, Kathmandu	841.55
16	Sanima Bank Ltd.	2012/02/15	Nagpokhari, Kathmandu	880.14
17	Machhapuchhre Bank Ltd.	2012/07/09*	Lazimpat, Kathmandu	845.85
18	NIC Asia Bank Ltd.	2013/06/30*	Thapathali, Kathmandu	971.77
19	Global IME Bank Ltd.	2019/09/04*	Kamaladi, Kathmandu	1897.59
20	NMB Bank Ltd.	2019/09/28*	Babarmahal, Kathmandu	1152.97
21	Prabhu Bank Ltd.	2016/2/12*	Babarmahal, Kathmandu	1031.55
22	Siddhartha Bank Ltd.	2016/7/21*	Hattisar, Kathmandu	978.78
23	Bank of Kathmandu Ltd.	2016/7/14*	Kamalpokhari, Kathmandu	854.69
24	Civil Bank Ltd.	2016/10/17*	Kamaladi, Kathmandu	800.34
25	Nepal Credit and Commerce Bank Ltd.	2017/01/01*	Bagbazar, Kathmandu	813.38
26	Rastriya Banijya Bank Ltd.	2018/05/02*	Singhadurbar plaza, Kathmandu	900.48
27	Mega Bank Nepal Ltd.	2018/05/13*	Kamaladi, Kathmandu	1038.86

\*Joint operation date after merger.

Paid-up capital (in' Crore) based on the financial statement of Mid Jan, 2020

Source: Nepal Rastra Bank (2020)