

# **EFFECT OF CORPORATE CULTURE ON ORGANIZATIONAL PERFORMANCE IN NEPALESE COMMERCIAL BANKS**

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fulfillment of the requirement for the Master of Business Studies

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## **CERTIFICATE OF AUTHORSHIP**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “Impact of Corporate Culture on Organizational Performance in Nepalese Commercial Banks”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degree nor it has been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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## REPORT OF RESEARCH COMMITTEE

Ms. Ashmita Shrestha has defended research proposal entitled “**Effect of Corporate Culture on Organizational Performance in Nepalese Commercial Banks**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestion and guidance of supervisor Dr. Dhan Raj Chalise and submit the thesis for evaluation and viva -voce examination.

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## APPROVAL SHEET

We have examined the dissertation entitled **“Effect of Corporate Culture and Organization Performance in Nepalese Commercial Banks”** presented by Ashmita Shrestha for the degree of Master of Business Studies. We hereby certify that dissertation is acceptable for the award of degree.

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Ashmita Shrestha

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## ABBREVIATIONS

ANOVA	Analysis of Variance
CG	Corporate Governance
CO	Communication
EC	Employee Commitment
ES	Employee Satisfaction
Etc.	Et Cetera
i.e.	That is
IN	Involvement
OP	Organization Performance
SD	Standard Deviation
Sig	Significant
SPSS	Statistical Package for Social Sciences
TR	Training
TU	Tribhuvan University
TW	Team Work
%	Percent
&	And

## **ABSTRACT**

The study analyzed the relationship between corporate culture and organizational performance in Nepalese commercial banks. The research involved 394 respondents from Kathmandu Nepal, selected through purposive sampling. Primary data was collected through a questionnaire survey and statistical tools. The results showed a moderate positive correlation between organizational performance and variables like involvement, communication, teamwork, and Employee satisfaction. Involvement, communication, and training had strong positive relationships with organizational performance, while teamwork had a modest adverse impact. Multiple regression analyses revealed that involvement was the most influential factor for organizational performance, while training had the strongest positive impact on employee commitment. The study suggests that fostering a corporate culture that emphasizes involvement, communication, teamwork, and training positively impacts employee performance, satisfaction, and commitment in Nepalese commercial banks.

*Key Words: Corporate Culture, Involvement, Effective Communication*



# CHAPTER-I

## INTRODUCTION

### 1.1 Background of the Study

Corporate culture refers to an organization's shared values, beliefs, norms, and behaviors. It is widely acknowledged as a critical factor in shaping organizational outcomes and influencing a company's level of cooperation, knowledge sharing, and innovation. Edgar Schein introduced the concept of culture in 1986, emphasizing its importance in understanding and managing organizations (Dennison, 2024).

Jarah (2023) Find out how Jordan's Islamic banks' internal control systems (ICS) affect the link between the accounting information system (AIS) and employee performance (EP). The actual employees of Islamic banks in Jordan are the focus of this research, and 92 respondents, representing a response rate of approximately 70.22 percent, were chosen at random from 131 participants who were themselves dispersed across 105 branches of Islamic banks in Jordan to form the study's sample. According to the collected information, there is a significant correlation between the AIS, which consists of information quality (IQ), system quality (SQ1), and service quality (SQ2), and the EP in Jordanian Islamic banks, with a significance level of 0.00. This correlation exists between the AIS and Jordanian Islamic financial institutions. In addition, it was demonstrated that the influence of the ICS had a statistically significant impact on the relationship between AIS and EP in Jordanian Islamic financial institutions

Organizational performance is the result of an organization's resources, including its human, physical, and capital assets, working together to achieve a common goal. It entails the efficient execution and completion of work, tasks, or goals in order to achieve desired levels of satisfaction. An organization's success is determined by its ability to meet the expectations of its three primary stakeholders: owners, employees, and customers. To achieve optimal performance, the organization must strive to meet the needs and objectives of these stakeholders (Aluko et al., 2013).

According to Ortega-Parra and Sastre-Castillo (2013), the term organizational culture refers to a unique collection of values, beliefs, and patterns of behavior that distinguishes one organization from another. According to Schneider et al. (2013), an organization's culture is comprised of the norms that employees experience while on

the job and refer to as their working environment. Numerous academic fields, such as strategic management, organizational behavior, and industrial and organizational psychology, have all contributed to the extensive body of research that has been done on the topic of the connection between organizational culture and the success of businesses (George, 1990).

Culture is pervasive within a company, influencing various aspects of organizational dynamics. It defines the interactions and relationships between employees, customers, suppliers, and competitors. A strong organizational culture marked by well-integrated and effective values, beliefs, and behavior patterns has been linked to higher levels of productivity (Dennison, 1984). When employees align with the company's cultural values, it generates excitement, high morale, and a strong commitment to the company and its goals. Furthermore, a well-defined culture clarifies expected employee behaviors, harnesses their potential productivity, and ultimately improves the organization's financial effectiveness.

Since the majority of Nepalese company houses are owned by families, the country's corporate culture is still in its formative years. Professionally managed companies are the only ones that can foster the growth of a strong corporate culture. According to Sorensen (3942), when employees of multinational corporations and bank employees change jobs and go to work for a different company, they bring with them the cultural qualities they have acquired. Over the course of the last few years, Nepal's banking industry has undergone a dramatic transformation, going from one that was sluggish and controlled by the government to one that is significantly more dynamic, competitive, and lucrative. In recent years, a number of new international banks have begun operations, which has resulted in an increase in the level of competition between commercial banks. Banks strive to provide superior service to their customers in order to maintain their lead over the competition and attract a larger number of new clients. Because of the government's deregulation policy, technological advancements, and increased levels of competition, the banking industry has undergone significant transformations over the course of the past ten years. This has resulted in new behaviors on the part of customers, as well as new challenges for bank operators. At the same time, a large number of financial institutions, including banking and non-banking organizations, have emerged. First and foremost, it has been a protracted period of time before this status was changed

and the business became profitable. A significant contributor to the ever-shifting requirements and routines of customers is the fierce competition that exists between banks. A comparatively small number of people have made significant contributions to the field of research on culture and performance, despite the fact that a great number of cultural researchers have published extensive works on the origins and classifications of culture. The primary objective of this research is to investigate the connection between a company's organizational culture and its level of business performance in the context of the Nepalese banking sector. It makes an effort to investigate the relationship between corporate culture and the performance of employees.

Businesses across a wide range of sectors, including energy, banking, and electronics, have had to contend with increasingly complicated and shifting business environments as a result of deregulation, the technological revolution, international competition, and volatile markets. The establishment of a specific organizational culture is essential to these organizations' success (Walther, 1988). According to Yildiz (2014), culture is a combination of values, sets, beliefs, communications, and behavior simplification that provides direction for people. According to Zhang and Li (2013), organizational culture is the collection of implicit assumptions that all members of a group share and that shape how they perceive, consider, and respond to their various environments. In the 1980s, the idea of corporate culture began to gain popularity. Due to its effects and potential impact on organizational success, corporate culture has attracted a lot of attention over the past two decades. Deal and Kennedy (1982) provided an explanation of how cultural values and philosophies influence employee behavior within an organization to promote success.

Corporate culture is especially helpful for industries that provide services. Both people's emotional responses to organizational life and overall organizational effectiveness are impacted. A successful culture that has been carefully designed can make all the difference in today's challenging environment. Corporate culture has a variety of effects on how well organizations perform. Values are the foundation of corporate culture and are unique to each organization. Culture has a significant impact on performance because it affects how managers behave and make decisions within the company as well as how they handle the interactions between the organization and its environment and strategy. A supportive culture speeds up success. Strong business

operations that stimulate the economy are encouraged by a positive corporate culture. Because it fosters shared values and coordinated efforts among staff members, culture has a significant impact on how well an organization performs and helps the company achieve its objectives. A thorough understanding of the organization's objectives, duties, and responsibilities governs employee behavior.

According to Ahmed and Shafiq (2014), culture is a combination of values, sets, beliefs, communications, and behavior simplification that provides direction for people. According to Zhang and Li (2013), organizational culture is the collection of implicit assumptions that all members of a group share and that shape how they perceive, consider, and respond to their various environments. Organizational behavior has paid a lot of attention to corporate culture. Cultural factors are crucial in determining organizational outcomes at various levels and can effectively foster or stifle collaboration, knowledge sharing, and idea exchange (Schein, 1986).

Ansah and Zakari (2013) identified a number of factors that influence organizational performance and discussed the significance of these factors in terms of improving performance. The primary objective of the empirical research is to investigate the primary factors that have an impact on the performance of the organization. It helps in assessing the power of cultural factors in the context of improving performance and would, therefore, help the bank management not only in improving the performance but also in strengthening the bond between the banks and their customers, employees, and stakeholders, which would help them to retain the customers, employees, and stakeholders. Culture gives organizations a sustainable advantage over their competitors in the marketplace. Barney (1991) proposed three requirements for a culture to be considered viable: first, the culture must exist, second, the culture must be uncommon and possess characteristics, and third, the culture must be difficult to imitate. These are able to lend a hand in achieving superior organizational performance that may only be temporary or may continue for a longer period of time. Long-term improvements in organizational performance might, in the long run, result in the organization gaining a competitive advantage.

In the study of organizational behavior, corporate culture is an essential component, particularly when attempting to gain a deeper comprehension of the environments in which organizations operate and the individuals who hold managerial positions in

those organizations. This suggests that the success of organizations in attempting to achieve their goals and objectives may be affected by the corporate culture of those organizations. According to Adhikari and Gautam (2011), one of the most important factors in determining whether or not an organization is successful in putting its policies and plans into action is the level of dedication shown by its employees.

Any organization's culture serves as its backbone, which is crucial. Organizations are drastically altering their traditional autocratic structure and adopting more democratic organizational norms by giving authority to lower levels of management and by promoting participation from all departments and sectors (Hussain and Yousaf, 2011). In Nepal, Raut (2011) discovered a beneficial connection between organizational culture and privatization. The ability to increase production through diversification, improve technology, decrease losses, lessen the financial burden on the government, increase private sector investment, and improve the quality of goods and services all be facilitated by a stronger private enterprise culture.

In conclusion, corporate culture is an important determinant of organizational performance. A strong and well-integrated culture encourages employee engagement, collaboration, and productivity, which leads to better outcomes and financial effectiveness. Organizations can create an environment that supports goal achievement and effectively addresses challenges by cultivating a positive culture.

## **1.2 Problem Statement**

Banks and financial institutions are the mainstays of a country's economic progress because economic development is heavily reliant on corporate culture, the extent of mobilization of resources and investment, and the operational efficiency of the various segments of the economy. Despite the fact that the banking industry in Nepal is making remarkable progress and growth, corporate culture and organizational performance have been average, and risks are increasing (Shrestha, 2015). Organizational practitioners must deal with a wide range of management issues that stem from a society's culture and impede progress toward high performance (Zakaria, 1997).

Culture confers a sustainable competitive advantage on organizations over the long term. Barney (1991) proposed three conditions: first, the culture needs to be viable; second, it needs to be rare and have characteristics; and third, it needs to be

imperfectly able to be imitated. These have the potential to assist in achieving superior organizational performance, whether temporarily or permanently. Long-term improvements in organizational performance may, in the long run, result in a competitive advantage. It is not well supported that there is a relationship between organizational culture and the performance of the firm. The connection between culture and organizational performance, employee satisfaction, and commitment is impacted in various ways by the environment. Strong culture businesses may benefit in stable environments, but due to the accompanying social control that promotes conformity among members, they may perform worse or be less reliable in times of change and in dynamic environments (Hanif, 3948). Strong culture businesses may benefit in stable environments.

Thus this study is deals with the following research question:

- i. What are the factors contributing corporate culture and organizational performance in Nepalese commercial banks?
- ii. Is there any relationship between factors of corporate culture and organizational performance in Nepalese commercial banks?
- iii. What is the effect of corporate culture on organizational performance in Nepalese commercial banks?

### **1.3 Objective of the Study**

This research was conducted to accomplishment the following objectives:

- i. To access the factors of corporate culture and organizational performance in Nepalese commercial banks.
- ii. To determine the relationship between factors of corporate culture and organizational performance in Nepalese commercial banks.
- iii. To examine the effect of corporate culture on organizational performance in Nepalese commercial banks.

### **1.5. Hypotheses**

This section deals with the hypothesis and propositions that have been used in this study. Based on it, following hypothesizes are generated for testing statistical significance between the variables:

H<sub>1</sub>: There is impact of employee satisfaction on Organizational performance of Nepalese commercial banks.

H<sub>2</sub>: There is positive impact of productivity on Organizational performance of Nepalese commercial banks.

H<sub>3</sub>: There is positive impact of Innovative Culture on Organizational performance of Nepalese commercial banks.

H<sub>4</sub>: There is significant impact of customer satisfaction on Organizational performance of Nepalese commercial banks.

H<sub>5</sub>: There is positive impact of financial outcomes on Organizational performance of Nepalese commercial banks.

### **1.4 Rationale of the Study**

The lack of research and studies on the influence of commercial bank culture on perceived organizational performance in Nepal highlights the significance and utility of carrying out such an investigation as there is currently very little of it. The results of this study could have a number of repercussions for a variety of different parties, such as institutional investors, private investors, decision-makers in public policy, and additional researchers.

Understanding the impact that organizational culture has on performance is essential for both individual and corporate investors seeking to make informed investment decisions. The results of the study would shed light on the ways in which the culture of a commercial bank can influence the effectiveness of its financial operations and its overall performance. Investors can use this information to evaluate the potential risks and returns associated with investing in a specific bank.

This study can also be beneficial to policy makers, who can gain a better understanding of the role organizational culture plays in the banking sector as a result

of reading it. These findings have the potential to inform the development of policies and regulations that promote a positive culture within commercial banks. This, in turn, lead to improved performance, increased customer satisfaction, and increased stability in the financial system.

The challenge of improving organizational performance, employee satisfaction, and commitment is one that is faced by managers working in the private sector, particularly those working in commercial banks. This study has the potential to provide insightful knowledge and experiences concerning the role that organizational culture plays in the accomplishment of these goals. The findings of the research can teach managers valuable lessons, which they can then implement in their own companies to cultivate a culture that encourages high levels of productivity, employee engagement, and customer satisfaction.

This research would make a significant contribution, from a scholarly point of view, to the existing body of knowledge on the relationship between organizational culture and performance. Researchers and academics who are interested in this field of study could use it as a valuable literature review to inform their work. The findings and methodologies presented in this study can serve as a foundation for further investigation into the connection between the culture of commercial banks and the performance of their organizations by other researchers.

In conclusion, this research study on commercial bank culture and its influence on perceived organizational performance in Nepal would have significant practical implications for a variety of different stakeholders if it were to be carried out. It would contribute to the academic understanding of the topic while also providing investors, policy makers, and managers with insightful information that could be used in their work.

### **1.5 Limitations of the Study**

Due to the technological, knowledge constraints there is some kind of limitation. The limitation of the study are as follows:

- i. This study was only based on primary data.
- ii. The study is limited to commercial banks only.

- iii. The study attempted to examine the organizational culture and organizational performance of commercial banks only.
- iv. Limited statistical tools were used in this research due to monetary and time restrictions

## **CHAPTER-II**

### **LITERATURE REVIEW**

#### **2.1 Conceptual Review**

Saffold (1988), the influential and widespread role that culture plays in the creation of organizational life lends validity to the idea that cultural factors such as involvement, consistency, and adaptation may be linked to extraordinary levels of organizational performance. This is because of the fact that culture plays a role in creating organizational life. In addition, Saffold (1988) demonstrated that productive cultures are the key to increasing performance. He also recognized that culture generates an almost tangible social force field of energies that empowers individuals and contributes to the success of the organization. Denison (1990) identified a feeling of ownership and responsibility among workers as one of the most important factors in motivating and inspiring workers to improve their performance. However, the interpretation of this relationship was somewhat different depending on whether the results were analyzed using correlation or regression. The findings also indicated that the individual contributions of coordination and consistency had a positive relationship with the overall performance of the institutions. According to Catana and Catana (2010), a powerful and widespread influence of culture on the life of an organization lends credence to the idea that cultural factors such as involvement, consistency, and adaptation may be associated with outstanding organizational performance. This idea is supported by the fact that culture has a powerful and widespread influence on organizational life. According to a widely accepted hypothesis, for the culture of an organization to either contribute to or boost performance, it must be both "strong" and exhibit distinctive "traits." These "traits" include specific values, beliefs, and shared patterns of behavioral patterns. In a separate piece of research, Urinov (2020) came to the conclusion that in order for an organization to be successful, its vision and management mix should include all of its employees and managers. This combination ensures a high level of acceptance throughout the entire organization.

The entirety of the way in which people live in a society is referred to as its culture. A group's culture can be defined as a pattern of common beliefs that the group learned as it solved its issues of external adaptation and internal integration, which has

worked well enough to be considered valid and, as a result, to be communicated to new members as the correct way to perceive, think, and feel regarding such problems (Schein, 1990). Culture can be defined as a pattern of common beliefs that a group learned as it solved its issues of external adaptation and internal integration. According to Weber and Tarba (2012), business managers differentiate their companies from competitors by focusing on the organizational culture of their companies. It has been suggested by a number of authors that a robust corporate culture is beneficial to businesses because it fulfills three essential functions in an organization. To begin, the culture of a company is an ingrained system of social control that has an impact on the behavior of employees and the decisions they make. Employees feel more connected to the company as a result of the shared experiences that are part of the corporate culture. This social bond is becoming an increasingly important tool for recruiting and retaining high-quality talent as a result of its increasing importance. According to McShane and Glinow (3945), corporate culture facilitates employees' perception of organizational events and enables them to interact with one another in a manner that is both more efficient and effective. This, in turn, leads to increased levels of cooperation as a result of employees' shared mental models of the world.

## **2.2 Theoretical Review**

A theoretical review of corporate governance involves examining various theoretical perspectives, models, and frameworks that provide insights into the principles, mechanisms, and practices of governance within organizations. These theories help us understand the rationale behind corporate governance and its impact on organizational behavior, performance, and stakeholder relationships. Here are some prominent theoretical perspectives in the field of corporate governance.

### **2.2.1 Theories on corporate governance**

Corporate governance is of growing importance, particularly concerning the monitoring role of insiders. Now, this section reviews various theoretical perspectives that are relevant to this study. Special attention goes to the underlying theories of corporate governance like agency theory, stewardship theory, stakeholder theory and resource dependency theory.

### **2.2.1.1 The agency theory**

Agency theory is concerned with supporting the interest of Managarments and managers Jensen and Meckling(1976), Stano (1976), Fama (1980), Fama and Jensen (1983). It is based on the premise that there is presents of natural conflict between the interest of a firm's owner and its management, Fama and Jensen (1983). It is based on the premise that there is an inherent conflict between the interests of the firm's owner and its management Fama and Jensen (1983). The recognition of this conflict is first documented by Adam Smith (1776) and subsequently explored by Ross (1973) but its salience was not realized until the expansion of capitalism in the late 1800s and early 1900s led to a widespread separation of the ownership and control functions of the firm Berle and Means (1932). It is defined as the relationship between the principal and agents (executives and managers). Shareholders, who are the owners or principal of the company, hire the agents and delegate authority to perform.

In the agency theory, shareholders expect the agents to act and make decisions in favor of the principal's interest. On the contrary, the agent may not necessarily make decisions in the best interests of the principal. They may have other competing objectives such as maximizing their salaries, growth in market share, or an attachment to particular investment projects. Jensen and Meckling (1976), who argued that agency costs are an inevitable part of the management/ownership relationship, formalized this hypothesis. Such agency dilemma has been elaborated in a string of key articles (e.g. Fama 1980; Fama and Jensen, 1983; Eisenhardt, 1989), which identify that management self-interest can be clearly seen.

### **2.2.1.2 Stewardship theory**

In contrast to agency theory, stewardship theory posits that managers are essentially trustworthy individuals and good stewards of the resources entrusted to them Donaldson (1990), Donaldson and Davis (1991, 1994). Since inside directors spend their working lives in the company they govern, they understand the business better than outside directors and so can make superior decisions. Donaldson (1990), Donaldson and Davis (1991, 1994). As a result, proponents of stewardship theory contend that superior corporate performance is linked to a majority of inside directors as they naturally work to maximize profit for owners. Stewardship theory suggests unifying the role of the CEO and the chairman so as to reduce agency costs and to

have greater role as stewards in the organization. It is empirically found that the returns have improved by having both these theories combined rather than separated Donaldson and Davis (1991).

### **2.2.1.3 The stakeholder theory**

Stakeholder theory is fixed in the management discipline in 1970 and gradually developed by incorporating corporate accountability to a broad range of stakeholders. Wheeler et al. (2003) argue that stakeholder theory is derived from a combination of the sociological and organizational disciplines. Stakeholder theory emphasizes on the role of any group or individual associated with the firm. This theory stresses the dependency of many different groups on the firm. This theory attempts to address the group of stakeholders deserving and requiring management's attention. Clarkson (1995) suggests that an organization is a system, where there are stakeholders and the drive of the organization is to create prosperity for its members. Freeman (1984) contends that the network of relationship with many groups can affect decision making process as stakeholder theory is concerned with the nature of these relationships in terms of both processes and outcome for the firm and its stakeholders. So, this theory focuses on managerial decision making and interests of all stakeholders have intrinsic value, and no set of interests is assumed to dominate others.

### **2.2.1.4 Resource dependence theory**

Whilst, the stakeholder theory focuses on the relationships with many groups, resource dependency theory concentrates on the role of board of directors in providing access to resources needed to maximize the performance. Hillman, Canella and Paetzold (2000) contend that resource dependency theory focuses on the role that directors play in providing or securing essential resources to an organization through their linkages to the external environment. Since resource dependence theory draws from both the sociology and management discipline (Pettigrew, 1992), there is no universally accepted definitions of what is an important resource. Sociologists have tended to concentrate on three distinct types of links, namely the links that a board provides to a nation's business elite Useem (1984), access to capital Mizruchi and Stearns (1993) or links to competitors. Indeed, Johnson et al., (1996) concurs that resource dependency theorist provide focus on the appointment of representatives of

independent organizations as a means for gaining access in resources critical to firm success. It has been argued that the provision of resources enhances organizational functioning, firm's performance and its survival. Therefore, several types of directors are appointed who bring resources to the firm, such as information, skills, access to key parties such as suppliers, buyers, policy makers, social groups etc. Directors can be classified into four categories such as insiders, business experts, support specialists and community influential (Daily et al, 2003).

### **2.3 Empirical Review**

The objective of this section of the study is to gather information necessary for the accomplishment of the objectives by reviewing national and international, published and unpublished journal, article, and thesis sources.

Hock, Clauss, & Schulz (2015) examine the recent literature on business model innovation and make an effort to identify operational changes that are occurring within the components of the business model. Our research leads us to believe that a significant portion of the company's business model cannot be comprehended apart from an examination of the company's fundamental reasoning. This study examines the concept that parts of the capabilities that enable business model innovation are determined by the firm's underlying cultural values. The research for this study draws from existing literature on organizational culture. In this study, we analyze the underlying organizational values of the two main business model design themes (novelty and efficiency) and link these to the firm's capabilities that foster business model innovation. To do this, we make use of the existing literature on organizational culture. We found that novelty-oriented cultural values foster capabilities (strategic sensitivity, collective commitment, and resource fluidity) in favor of business model innovation, whereas efficiency-oriented cultural values did not show any positive effects in our empirical study of a sample of 305 companies in the engineering industry. This was discovered by conducting an empirical study of a sample of 305 companies in the engineering industry. In addition, we discover that the strategic sensitivity and resource fluidity significantly enhance the propensity to business model innovation.

Nikpour, Amin, (2016) Examine how the commitment of employees to the organization can act as a moderator in the relationship between organizational culture

and organizational effectiveness. The survey method was used to conduct the research for this study, which was descriptive as well as correlational in nature. Cochran's formula was used to select 190 individuals from the study population of all employees working in the education office of the Kerman province. The study population included all employees working in the education office. Questionnaires pertaining to organizational culture, organizational commitment, and organizational performance were used as the instruments for data collection. In order to analyze the data, both descriptive and inferential statistics (structural equation modeling through path analysis) were utilized. Both SPSS and AMOS were used as software to perform the analysis on the data. According to the results of the study, the suggested model was a good fit for the data, and the findings also indicated that organizational culture, in addition to its direct impact, exerted indirect impact on organizational performance through the mediation of employee commitment to the organization. The extent of this indirect impact was significantly higher than the direct impact.

Cheema & Abbas (2017) evaluate the performance of the banking system in Pakistan with a specific focus on organizational culture. The research investigated how organizational culture influences banking performance and examined the role of organizational commitment in enhancing the relationship between culture and performance. Both primary and secondary data were utilized in the study.

The researchers collected primary data by administering a questionnaire consisting of 27 items related to organizational culture and organizational commitment. The questionnaire was distributed randomly among 331 participants from six commercial banks in Islamabad and Rawalpindi, two cities in Pakistan. The selection of these cities and banks ensured a diverse sample from the banking sector.

The study's statistical analysis allowed for drawing conclusions regarding the positive and significant impact of organizational commitment on the relationship between organizational culture and banking performance. The findings suggest that a strong organizational commitment strengthens the influence of culture on performance in the banking sector.

By examining the relationship between organizational culture, organizational commitment, and banking performance, this study provides valuable insights into the factors influencing the performance of commercial banks in Pakistan. The research

contributes to the understanding of how culture and commitment within organizations impact their overall performance.

The utilization of both primary and secondary data enhances the robustness of the study, as it incorporates real-world responses from banking professionals. The large sample size and random selection of participants further enhance the study's credibility and generalizability. Overall, this study sheds light on the significance of organizational culture and commitment in the context of banking performance in Pakistan. The findings can be valuable for bank managers, policymakers, and researchers seeking to improve organizational performance and develop strategies that leverage culture and commitment for better outcomes.

Jepkorir, Lagat & Ngeno (2017) assess the impact of organizational culture on employee performance within selected commercial banks in Kenya. The specific objectives of the study were to examine the relationships between involvement culture trait, consistency culture, adaptability culture trait, and mission culture trait on job performance in the banking sector.

A descriptive survey research design was employed, targeting 257 employees from commercial banks operating in Eldred town. The sample size consisted of 156 employees selected through simple random sampling, while six management respondents were purposively selected, resulting in a total sample size of 162 respondents. Data was collected using questionnaires and analyzed using descriptive statistics such as percentages, means, and standard deviation. Analysis of Variance (ANOVA) was conducted using SPSS 13.

Based on the findings, the study recommends several measures to enhance employee performance in commercial banks. Firstly, banks should empower their employees and foster team orientations. By encouraging employee empowerment and teamwork, banks can enhance collaboration and coordination among employees, leading to improved job performance. Secondly, the study suggests that banks should embrace integration, coordination, organizational learning, agreement, and core values. These cultural aspects can contribute to a cohesive and supportive work environment that fosters employee performance.

Additionally, the study highlights the importance of developing competence among employees. Banks should invest in competence development programs to enhance the

skills and knowledge of their employees, thereby promoting higher job performance. Lastly, the study recommends adopting a consistency culture trait within the organization. This trait helps in maintaining valuable information, which in turn optimizes job performance.

Overall, the study emphasizes the significance of organizational culture in shaping job performance within commercial banks in Kenya. The recommendations put forth in the study provide practical insights for banks to enhance their organizational culture and subsequently improve employee performance. By empowering employees, promoting teamwork, embracing integration and coordination, investing in competence development, and adopting consistency culture, banks can create an environment conducive to higher levels of job performance.

UdDin, Arefin, Ferdous & Mustafi (2017) look into globalization and multinational corporations (MNCs), you'll find that the problem of governance has moved to the center of corporate culture, which functions as a significant factor in the formation of global capitalism. Corporate governance, also known as CG, is defined as a set of rules, practices, and processes that are utilized in the process of directing and controlling a company. The primary purpose of this research is to investigate the effect that Bangladesh's corporate governance culture has on the overall performance of businesses in the country. The primary focus of research on CG was an examination of the various principles of CG. The study incorporates four CG principles, including the rights of shareholders, the role of stakeholders in CG, Disclosure and transparency, and the responsibilities of board directors based on the Organization for Economic Cooperation and Development (OECD) Principles and the Bangladesh Bank (BB) revised principles of Corporate Governance. The efficiency of the business was determined by calculating its return on assets (ROA), which was then used to evaluate its overall financial performance. For the purpose of evaluating corporate governance principles and the overall performance of firms, data were collected from each of the 22 banks that are listed on the Dhaka Stock Exchange (DSE). The highest levels of management at the respected banks provided their subjective feedback, which was collected. For the purpose of this investigation, a random selection was made of businesses that had been in operation for at least ten years. STATA was used to assist in the analysis of the data using a variety of statistical tools for the purpose of drawing conclusions. The findings of the statistical

study indicate that there is a correlation between the principles of corporate governance, the corporate governance concept, the obstacles that affect CG, and the enablers that affect CG, and the level of firm performance. This study provides additional evidence in support of the contention that an improvement in a company's performance, specifically its financial performance, can be attributed to the implementation of sound principles of corporate governance by that company. This study, with its focus on developing a corporate governance model, makes a significant contribution to the body of knowledge on corporate governance in emerging economies like Bangladesh. This contribution is made possible by the emphasis that this study places on developing a corporate governance model.

Pandey (2017) investigate the hypothesized connection between training and organizational performance in the Nepalese banking sector. The research made use of a survey design approach, and the sample consisted of 230 people who responded from ten different commercial banks that were chosen at random. Questions based on a Likert scale were asked of the participants so that responses could be compiled. Using multiple regression analysis, analysis of variance (ANOVA), and simple descriptive statistics, we analyzed the data that we collected.

The findings of the study demonstrated that training has a significant impact on the overall performance of organizations operating in the banking sector of Nepal. This finding provides support for the hypothesis that offering employees opportunities for training has a positive influence on the performance of those employees, which in turn leads to improvements in organizational outcomes.

In addition, the study investigated how factors such as company size, organizational structure, and technology can influence the relationship between training and performance. It was discovered that these aspects play a part in determining how the effect of training is manifested in performance. According to the findings, the efficacy of training programs may differ from one organization to another in terms of their size, organizational structure, and the degree to which they have advanced technologically. These moderating effects imply that organizations need to take these contextual factors into consideration when designing and implementing training initiatives in order to maximize the impact those initiatives have on performance.

An in-depth investigation into the training-performance relationship and the factors that moderate it was made possible through the utilization of multiple regression analysis, analysis of variance, and descriptive statistics. The study provides empirical evidence supporting the importance of training for enhancing organizational performance in the Nepalese banking sector by employing these statistical techniques, and it does so by providing evidence that supports the importance of training.

The results of this study could have significant repercussions for financial institutions in Nepal. The findings demonstrate the importance of making financial investments in employee training programs in order to improve the overall performance of an organization. In addition, the research highlights how important it is to design training programs while taking into account contextual factors such as the size of the company, its organizational structure, and its technological capabilities. With this understanding, banks are better equipped to tailor their training methods to align with the particular organizational characteristics of their businesses and maximize the impact of these methods on employee performance.

In a nutshell, the findings of this study add to the body of prior knowledge concerning the relationship between training and performance in the Nepalese banking industry. It demonstrates that training has a positive influence on organizational performance and draws attention to the moderating effects of firm size, organizational structure, and technological advancement. The findings offer useful insights for banking organizations and highlight the significance of implementing efficient training practices in order to accomplish one's goals of achieving optimal performance outcomes.

Gautam (2018) conducted the research on Training Culture and Employees Performance in Nepali Banking Industry. Performance of the employees can be sustained with training. This study aims to examine whether Nepali-banking sector has established training culture? If yes, whether training has significant influence in performance? This study follows descriptive and correlation research design. Structured questionnaire with 5-point Likert scale is used to collect the information. Mean, standard deviation, correlation and independent sample t-test are used to analyze the data. Result revealed that Nepali banks have established the training culture. Training environment, training methods, training-reward linkage are the major factors of

training culture affecting training satisfaction and employee performance. Employees are satisfied through the skills acquired from training. Gender and the bank types have mediating role in training satisfaction and employee performance.

Dajani (2018) check out Employee engagement has emerged as a prominent topic of discussion in the realm of management in the past two decades. In order for businesses to maintain their competitive edge and improve their overall performance, various tools for increasing employee engagement are utilized. Even though human resource consulting firms are making a growing contribution to the idea of employee engagement, there is a dearth of academic research on that construct, particularly in countries with emerging economies. This is especially true in the United States. This engagement gap took on a greater level of significance amidst the waves of ongoing recession and resource scarcity battles that were prevalent throughout the Middle Eastern Region, in general, and in Egypt, in particular. The purpose of this exploratory study is to determine the primary factors that contribute to employee engagement in the Egyptian context. In addition to this, it applies social exchange theory (SET) to investigate the influence that employee engagement has on job performance and organizational commitment. The questionnaire for the survey was developed and then validated. In order to forecast and make sense of the suggested relationships, regression analysis was applied. The research was carried out on 245 bank employees from a variety of private and public banks operating in Cairo, Egypt. The response rate was approximately 81.6% (394 employees), making the total number of participants in the study. For the purpose of predicting and estimating the relationships, a Pearson correlation matrix and regression were utilized. The findings of the regression showed that effective leadership and fair treatment within the organization were the most important factors in determining employee engagement. It was determined that mediation had an effect. There was a significant correlation between employee engagement and job performance, but there was less of a correlation between employee engagement and organizational commitment. This study is one of the very few academic studies that has empirically investigated a comprehensive model of employee engagement drivers and outcomes. It adds to the very small number of such studies that have been conducted. The author has done extensive research, and to the best of his knowledge, this particular study is the first of its kind to be conducted within an Egyptian context.

Widiatmika & Darma (2018) examine the impact on financial performance that transparency, accountability, responsibility, independence, fairness, work motivation, organization culture, and good corporate governance have. In this study, a quantitative methodology was applied at rural banks located in the Badung regency. In order to collect the data, questionnaires were used as the method. There were a total of 52 rural banks located in Badung Regency that were included in this study's population. Purposive sampling was used for the purpose of obtaining a representative sample in accordance with the criteria that were specified, and path analysis was used for the purpose of analyzing the data. Both techniques were applied to the sampling process. The findings of the study, which were analyzed using path modeling, demonstrated that GCG is significantly impacted by factors including transparency, accountability, responsibility, independence, and fairness. Both GCG and work motivation have a significant impact on financial performance. Financial performance is also impacted by work motivation. The culture of an organization has a significant impact on the company's financial performance. The GCG, employees' motivation, and the culture of the organization all have an impact on the financial performance of the company. The results of this study allow one to draw the conclusion that the implementation of GCG principles, the importance of work motivation, and the importance of organizational culture all have a significant impact on the financial performance of rural banks in Badung Regency. This study has some limitations, particularly in the areas of examining the variables of good corporate governance, organizational culture, and individual motivation. The financial performance of the company can also be impacted by a variety of other factors. To determine the effect of the GCG implementation, some suggestions for future research include attempting to apply other variables that are able to influence profit management practices. These variables include managerial ownership, audit quality, and profitability.

Kamau & Wanyoike (2019) assess the impact of corporate culture on the organizational performance of Mayfair Casino in Nairobi. The study focused on four components of corporate culture: values, teamwork, employee involvement, and leadership. These components were examined as independent variables, while effectiveness, efficiency, productivity, and satisfaction served as indicators of organizational performance.

Both descriptive and explanatory research designs were employed in the study. The population consisted of 360 employees at Mayfair Casino, and a sample of 108 employees, representing 30% of the population, was selected using stratified random sampling. Primary data was collected through structured questionnaires and interviews.

The findings of the study indicated that satisfaction, productivity, and effectiveness play crucial roles in determining the organizational performance of Mayfair Casino. The study concluded that there is a strong positive correlation between corporate culture and organizational performance, suggesting that a positive and well-developed corporate culture contributes to improved performance outcomes.

In summary, the study demonstrated the importance of corporate culture in influencing the organizational performance of Mayfair Casino in Nairobi, Kenya. The components of values, teamwork, employee involvement, and leadership were found to be significant factors in shaping the casino's performance. The study's findings highlight the need for organizations to prioritize and cultivate a positive corporate culture to enhance their overall performance.

Ghimire & Dahal (2021) determine the strength of corporate culture and its impact on commercial bank performance has long been a priority for Nepalese banks. A Nepalese commercial bank's performance was examined for this study, and the results revealed the drivers of the bank's corporate culture. From the point of view of those who work for Nepalese commercial banks, the purpose of this study was to investigate how the participation, consistency, and adaptability cultures at those banks affect the overall performance of the organizations in which they are housed. Discovering the facts and information on cultural factors that influence shareholder value was accomplished through the use of a descriptive research design. A questionnaire-style survey served as the basis for this study. In order to obtain a statistical measurement of the corporate culture and organizational performance of Nepalese Commercial Banks, this study utilized the 5-point Likert scale. This study evaluated the participatory, consistent, and adaptable aspects of the corporate culture of Nepalese commercial banks by surveying 394 employees of those banks. The results of this study were used to evaluate the corporate culture of the banks. It was found that adaptability was the best predictor of organizational performance, whereas

consistency was found to be a poor predictor, with the highest and lowest beta values, respectively. Adaptability also had the highest alpha value. These findings suggested that characteristics such as adaptability and consistency were useful in measuring the performance of organizations. It has been determined that the degree to which an organization's culture encourages adaptability has a significant bearing on how effectively its operations are carried out. It broadens the awareness of the cultural impact on organizational performance, which is something that banks, especially in Nepal, typically overlook. Commercial banks need to make it a top priority to strengthen their competitive cultures by placing an emphasis on more adaptable human values that are in line with their objectives.

Imran, Ismail, Arshad, Zeb & Zahid (2021) investigates the role that innovation plays as a moderating factor in the connection between the various dimensions of organizational culture and the performance of the organization. The data for the study came from a questionnaire filled out by 250 different bank managers in Pakistan. In order to verify hypotheses, structural equation modeling was utilized. According to the findings, the dimensions of organizational culture and innovation both have a discernible and favorable influence on organizational performance. On the other hand, the results indicate that the relationship between organizational culture and mission and organizational performance is negligible when innovation is present. These findings provide organizations with valuable insights that can be utilized to effectively implement innovations in order to compete against changes in their environments, particularly in Pakistan's banking sector. The findings show that mechanisms to boost an organization's innovative culture can enable the implementation of innovation, which in turn can contribute to superior organizational performance. This finding illustrates that mechanisms to boost an organization's innovative culture can enable the implementation of innovation. The existing body of research has looked at organizational culture as one of the factors that influence organizational performance. However, there is a dearth of empirical research on the connection between organizational culture and the performance of organizations. Aside from that, a number of researchers have considered innovation as a factor of organizational performance; however, very few researchers have studied organizational innovation as a factor in how organizational culture affects organizational innovation. In this study, the connection between organizational

culture and organizational performance, as well as the part that innovation plays in that connection, is investigated.

Hindardjo, Pratama, & Ali (2022) determine, analyze, and identify the extent to which the factors that influence the performance of employees at the Bank Syariah Indonesia branch in the city of Depok by mediating intention to leave or resign from their positions. The quantitative method was utilized throughout the course of this study. The results showed that based on the results of the questionnaire test showed that the questionnaire data presented had met the validity and reliability requirements of the data. This was shown by the fact that the results showed that the questionnaire data had been presented. In light of the findings of the outer model test carried out with the help of the smart PLS 3.3 application, more specifically the Convergent validity, Discriminant validity, and Composite reliability tests. The results of the tests on the internal model demonstrate that all of these factors.

Gangi, Daniele (2022) research carried out within the banking sector into the connections between board gender diversity (BGD) and corporate environmental responsibility (CER). In particular, it investigates whether and how BGD in banks causes higher engagement in CER, as well as the relationship between the two. In order to answer this research question, we looked at 132 different international financial institutions between the years 3949 and 2019. According to the findings of fixed effect panel regressions, the negative influence of national gender inequality on the positive influence of BGD on the CER engagement of banks was found to be significant. After deconstructing CER into its component parts, we discovered that BGD has a unique impact on each of these sub-dimensions. CER is primarily impacted in terms of eco-innovation and emission management when there is a higher proportion of female directors on the board of directors of the bank. These findings are significant for a number of reasons, including the efficacy of new banking business models, the role that policymakers play, and the wider benefits that spillover benefits play for the global community.

Jamaludin, & Subiyanto (2022) found that one of the local government agencies of Bantul Regency is called the Environmental Agency. This agency is in charge of preparing, implementing, supervising, and controlling all policies that are specific to the environment in Bantul Regency. The purpose of this study is to investigate and

determine the factors that have an impact on employee performance. These factors include leadership style, organizational culture, and job satisfaction. Quantitative methods and primary data were used in this research. When collecting data, research instruments such as questionnaires, checks, or checklists that have been determined through distribution are used for the individuals who are being surveyed. In this study, a saturated sample consisting of 105 employees was used to represent the entire population of members. The findings indicated that there is a positive and significant relationship between leadership style and employee performance, that there is a positive and significant relationship between employee performance and organizational culture, and that there is a positive and significant relationship between employee performance and job satisfaction. According to the findings of the f test, employee performance is affected simultaneously by a leader's approach, an organization's culture, and how satisfied an employee is with their job.

Jarah (2023) Find out how Jordan's Islamic banks' internal control systems (ICS) affect the link between the accounting information system (AIS) and employee performance (EP). The actual employees of Islamic banks in Jordan are the focus of this research, and 92 respondents, representing a response rate of approximately 70.22 percent, were chosen at random from 131 participants who were themselves dispersed across 105 branches of Islamic banks in Jordan to form the study's sample. According to the collected information, there is a significant correlation between the AIS, which consists of information quality (IQ), system quality (SQ1), and service quality (SQ2), and the EP in Jordanian Islamic banks, with a significance level of 0.00. This correlation exists between the AIS and Jordanian Islamic financial institutions. In addition, it was demonstrated that the influence of the ICS had a statistically significant impact on the relationship between AIS and EP in Jordanian Islamic financial institutions.

Osman & Wang (2023) look into the community Construction companies in Ghana have been accused of performing poorly due to a lack of resources and capabilities, a lack of information about the market, poor managerial skills, and other external factors. Even though construction companies may not be able to control the challenges that come from the outside, the way in which they organize their internal resources to respond to those challenges may be crucial to their success and continued existence. There is a growing agreement that the organizational culture (OC) of a

company is related to the way in which it handles the use of its resources in response to factors that are considered to be external to the company. In this paper, we argue that the unique contribution of organizational culture to firm performance (FP) might be diminished in the absence of appropriate firm capabilities. Using the resource-based view and various capability theories as a foundation, the purpose of this study is to investigate (a) how the various types of OC influence FP, and (b) whether innovation and marketing capabilities act as a mediator between the various types of OC and construction firm performance. Specifically, we are interested in the former question. The findings of structural equation modeling utilizing partial least squares indicate that market culture, adhocracy culture, and clan culture all have significant positive associations with FP, whereas hierarchy culture has a negative relationship with FP. In addition, innovation and marketing capabilities show a combination of full and partial mediation effects on the link between organizational culture types and financial performance. Therefore, the findings direct the attention of senior managers toward the significance of soft assets in the performance outcomes of construction firms, signaling a shift away from an approach that is purely technical and rationalistic and toward an approach that is more adaptable and humanistic. It suggests that managers should prioritize these two capability dimensions in addition to putting an emphasis on cultural values in their organizations.

Wakjira, & Kant (2023) think about Businesses that are focused on the market make it their mission to understand both the expressed and latent needs of their customers and to come up with superior solutions to meet those needs. The academic findings that market orientation not only directly but also indirectly affects the performance of the concern provided the inspiration for the idea for this line of research. For the purpose of this study, information was gleaned from both primary and secondary sources, and the analysis of said information was carried out using a quantitative research methodology. The number of respondents used to determine the sample size was 384. With the assistance of descriptive data analysis and operating under a variety of different normality assumptions, the scales were cleaned up and validated. A significant relationship between market orientation and business performance was discovered through exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and the findings of structural equation modeling (SEM). The implications of SPSS Version 22 and AMOS 23 were utilized in order to investigate the indirect

effects of market orientation on business performance. Specifically, this investigation focused on the role that employee satisfaction and customer satisfaction played as mediators in this relationship. According to the findings of the study, having a strong focus on the market is essential to the success of a company and can contribute to higher levels of satisfaction among both employees and clients. The findings also suggest that businesses with a strong focus on the market have a deeper comprehension of the requirements of their clientele, which enables these businesses to devise more effective solutions and achieve a position of greater advantage in the market. Organizations have a better chance of improving their overall business performance and better aligning their strategies with the needs of their customers if they take a market-oriented approach.

Khamees (2023) provide empirical evidence regarding the effect of organizational competition (OC) as a contextual factor on the relationship between the effectiveness of information technology governance (ITG), which informs accounting information systems, and the financial performance of banks. Return on investment (ROI), return on equity (ROE), and Tobin's Q are three metrics that can be used to evaluate a company's financial performance. The five-year span from 2015 to 2019 was used to determine the average values of these variables. In point of fact, there is evidence to support the overarching argument that the implementation of ITG results in improved performance for banks. To be more specific, the overarching hypothesis that is supported by this investigation is that the connection that exists between ITG and bank performance is contingent on there being an appropriate level of interaction and matching between ITG and the OC. Participants in the study include senior bank managers from Jordanian financial institutions. As a consequence of this, a questionnaire with a total of 16 paragraphs was drafted and sent out to senior managers at 23 different banks between the months of January and May of 2021. As a consequence of this, 142 valid questionnaires were gathered, which was equal to 61.7% of the total number of questionnaires that were anticipated to be gathered. Data are analyzed and processed through the use of descriptive statistical measures, the t-test, exploratory factor analysis, and multiple regression, among other statistical techniques. In spite of the fact that OC has a significant effect on ITG, the findings indicate that there is no connection between the interaction of ITG and OC and bank performance in any of the three proxies for performance. The findings of the study

indicate either that banks do not benefit from ITG to improve their performance or that the perceptions of chief executive officers about ITG in their banks are incorrect. However, it should be made clear that the respondents' values and beliefs may have played a role in how they evaluated the efficient use of ITG in their respective banks.

*Table: 2.1*

*Summary table of the review:*

Author(s) Year	Title of Article	Objectives	Methodology	Major Findings
Abigail (2007)	Corporate governance and board effectiveness: beyond formalism	The main objective of this research is to explain the differences between successful boards and board failures.	Input-process output approach	The research helps explain the differences between successful boards and board failures.
Pradhan (2013)	Corporate governance and bank performance in Nepal	The paper examines the impact and importance of Corporate Governance on firm performance.	Diagnostic Tests, Multicollinearity Tests, Unit Root Tests, Co-integration Test, Testing for Autocorrelation, Normality Tests, Correlation Analysis	The results show that a larger number of executive directors lead to higher non-performing loans, while a larger number of independent directors results in lower non-performing loans.
Bernard (2014)	Good Corporate Governance and Employee Job Satisfaction: Empirical Evidence from the Ghanaian Telecommunication Sector	The study investigates the predictive relationship between corporate governance and employee job satisfaction.	Mean, standard deviation, correlation, regression analysis	Good corporate governance significantly and positively predicts employee job satisfaction, along with the three dimensions of corporate governance.
Olaifa and Ajagbe (2015)	Factors Affecting Financial Decisions and	The main purpose is to ascertain factors affecting financial decisions	Mean, standard deviation, minimum and	The research finds that a high board size would significantly reduce finance decisions,

	Corporate Governance Structure of Commercial Banks in Nigeria	and corporate governance structure of commercial banks in Nigeria.	maximum, correlation analysis	potentially affecting overall profit in the long run.
Destya Ramia and Abriyani (2016)	The effect of good corporate governance & financial performance on corporate social responsibility disclosure of the Telecommunication company in Indonesia	Aims to provide insight into corporate social responsibility disclosure in the Indonesian telecommunication sector and assess the impact of good corporate governance.	Correlation Analysis, Classic Assumption Test, Hypothesis Testing	Larger companies and higher profits do not guarantee more extensive disclosure of social responsibility; annual reports are not an efficient tool for disseminating CSR information.
Lloyd and Virakul, (2017)	Factors Influencing Corporate Governance of State-Owned Enterprises in Nigeria: The Case of Imo State	Objectives are to study factors influencing corporate governance in State-Owned Enterprises and understand disparities within the firm.	Grounded theory method	State-Owned Enterprises need more effective alliances to prevent service replication and increase cost-effectiveness.
Shamaila (2020)	Corporate governance and corporate social responsibility: A study on the telecommunication sector of Pakistan	The article studies the influence of corporate governance on different corporate social responsibility activities in Pakistani organizations.	Deductive approach, correlation, regression analysis	Effective corporate governance mechanisms enable organizations to engage in CSR activities on a larger scale.
Ali (2021)	Factors affecting corporate environmental disclosure in emerging economies – the role of	Aims to determine recent trends, levels, and patterns of Corporate environmental disclosure among a selected sample of Jordanian listed	Financial and statistical tools	Results emphasize the need for more concerted efforts to integrate governance and environmental regulations within company law.

	corporate governance structures	firms.		
Judith et al., (2022)	Factors Affecting Corporate Governance and Its Implication on Accounting Information Quality: Indonesia Trusted Company Awardees	Aims to explain the factors affecting corporate governance and its implications for accounting information quality.	Partial Least Square - Structural Equation Modeling	Institutional ownership decrease implies better corporate governance; more independent directors increase good corporate governance.
Goet (2022)	The Impact of Corporate Governance on Nepalese Commercial Banks' Financial Performance	The overall goal is to determine the characteristics that have a major impact on the financial performance of Nepalese commercial banks.	Correlation analysis & Regression analysis	Findings reveal that board size, firm size, foreign ownership, and credit deposit ratio substantially influence the bank performance (ROE) of Nepalese commercial banks.
Wahidah wati (2023)	Corporate Governance and Environmental Performance: How They Affect Firm Value	Aims to examine the effect of environmental performance and good corporate governance on firm values mediated by corporate social responsibility.	Purposive sampling method, multiple linear regression method	Corporate social responsibility affects firm value; the direct effect of GCG is stronger than the effect of GCG through CSR.

## 2.4 Research Gap

The study "Corporate Culture and Organization Performance in Nepalese Commercial Banks" investigates the relationship between corporate culture and key independent variables such as involvement, communication, teamwork, and training, and their impact on organizational performance, employee satisfaction, and commitment.

However, there is a significant research gap in this field, as there is limited research conducted in the unique cultural and business environment of Nepal. This lack of localized research can delay the application of global findings to the Nepalese banking sector, where cultural shades and specific industry challenges may differ. Additionally, previous research in other countries may not account for the distinct cultural and societal factors influencing corporate culture, communication, and employee commitment in Nepalese commercial banks. Future research should focus on empirical studies within Nepalese commercial banks to gain insights into the cultural and organizational dynamics specific to the country. This help develops culture-specific strategies to enhance employee performance and well-being in this crucial sector.

## **CHAPTER-III**

### **RESEARCH METHODOLOGY**

Research methodology is the overall plan or structure of the research work that guide the researcher to efficiently accomplishment of the objectives. This section of the study included the research design, population and sample, nature and sources of the data, data collection and analysis tools and technique.

#### **3.1 Research Design**

The research followed a descriptive and analytical research design. Descriptive research design was used to explain the issues related to the variables, with a focus on describing changes. The analytical research design was employed to examine the relationships between the variables and assess the impact of independent variables on the dependent variables used in the study.

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

The total number of the employee of commercial banks in Kathmandu, Nepal is the population of the study among them 394 respondents are taken as a sample. The sample is selected through the purposive sampling method.

#### **3.3 Nature and Source of Data**

The data could have been either primary or secondary based on its nature. However, this study was solely based on primary data. The required data were collected through a questionnaire survey. Some of the questionnaires were distributed to the respondents through direct field visits, while others were distributed through social media and Gmail.

#### **3.4 Method of Data Analysis**

With the help of the computer program Microsoft Excel, the raw data that has been collected from secondary sources is displayed in tabulated as well as graphical form. Statistical tools like pie charts, percentages, and graphs are used for data analysis. Complex picture and tabulation were avoided in order to keep the study clear and understandable for students of all levels and other interested parties. The study has a strong foundation thanks to the tabulated and presented data. The gathered data are analyzed using computerized software to achieve the objective of the study. Data are presented in attractive forms and tabulated under various headings. After that, the

results are interpreted through comparison.

Various statistical tools have been used in this study. The statistical tools used in this study to analyze the data findings are mentioned in the following sections:

### **i. Likert Scale**

To support the objectives of the research Likert Scale Method is used to analyze the agreeableness of the respondents. For this 'Five point Likert scale' questions were asked to the respondents which scaled from score 1(Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), 5 (Strongly Agree) for all variables included in this research. Number of respondents in each questions item was 394. Questions related to topic of the study are asked and the responses which shows the agreement level of these variables, the mean values of these variables can decide their impact levels of these variables, the mean value in Likert question is calculated.

Mean is the average value that is derived by adding all the given numbers and then the sum derived is divided by the number of values given. The arithmetic mean is the most commonly used and readily understood measure of central tendency. It is determined by adding all the data points in a population and then dividing the total by the number of points. In this study, mean is calculated to find out the average value of the responses given by the respondents to various questions regarding to the different variables in Likert scale questions. Mean value of the responses in Likert scale question is calculated on all samples across male and female.

$$Mean = \frac{\sum fx}{N}$$

Where,

X= Value of responses of each independent or dependent variable

N= Number of statements

### **ii. Correlation Analysis**

Correlations are useful because they can indicate a predictive relationship that can be exploited in practice. Correlation value falls between -1 to +1. Values close to +1 indicate a high-degree of positive correlation, and values close to -1 indicate a high-

degree of negative correlation. In this study, correlation is calculated for the response provided in Likert scale to find the degree of relation between independent and dependent variables for all sample.

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{n \sum x^2 - (\sum x)^2} \sqrt{n \sum y^2 - (\sum y)^2}}$$

Where, n = Number of responses

X = Value of independent variable

y = Value of dependent variable

#### **iv. Regression Analysis**

Regression analysis is a statistical method for determining the relationships between variables in statistical modeling. The results of a correlation analysis can only indicate whether there is a significant association between two variables. Regression analysis in this situation reveals more details regarding the relationship's slope. It is used to forecast outcomes and characterize the nature of a relationship. The effects of independent factors on the dependent variable were examined using multiple regressions.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$OP = a + \beta_1 * IN + \beta_2 * CO + \beta_3 * TW + \beta_4 * ES$$

Where,

a = Constant (Intercept)

$\beta$  = Coefficient

OP = Organization performance

ES = Employee Satisfaction

IN = Involvement

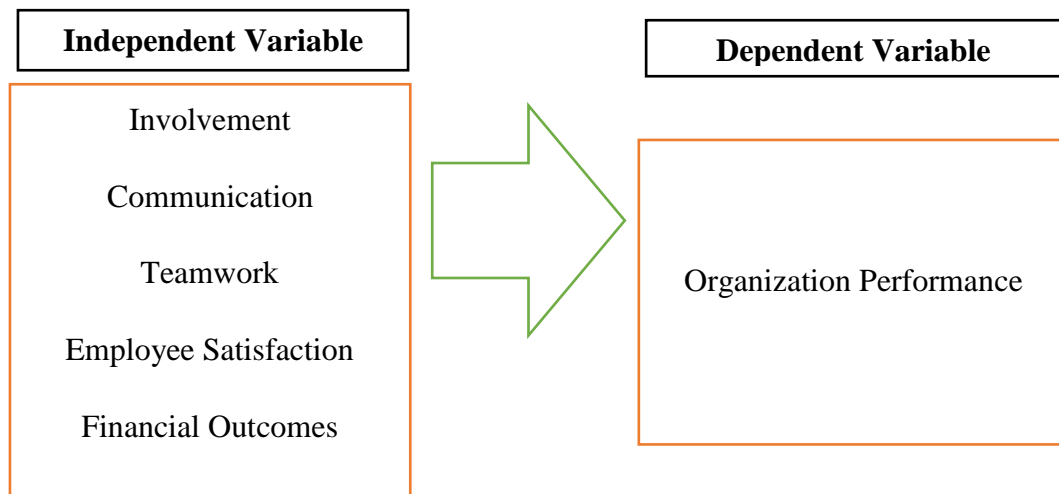
CO = Communication

TW = Team Work

### 3.5 Research Framework and Definition of Variables

The process of gathering and analyzing data for research projects is guided by a conceptual framework. According to the theoretical framework of this research study, which is presented below, there is a critical relationship between the presence of independent variables and those that depend on other factors:

Figure 1. Research Framework



(Source: Dajani, 2018)

#### Dependent Variable

A dependent variable is the outcome or response researchers want to understand, explain, or predict. The variable is measured or observed, and one or more independent variables may affect its variation. Researchers can draw conclusions and infer the effects of independent variable changes using dependent variables to establish relationships, causation, or patterns in data. Hypothesis testing and research analysis depend on them, which researchers try to explain or predict.

#### Organization Performance

Organizational performance is a broad concept that assesses how successfully and efficiently an organization achieves its objectives and carries out its mission. It acts as a yardstick for evaluating an organization's performance in delivering value to its various stakeholders, including clients, staff, shareholders, and the general public. Although there is no agreed-upon definition, a frequently cited definition of organizational performance emphasizes that it measures how well a given organization achieves its particular goals. This requires careful resource management,

optimum human resource use, and the provision of goods and services that not only meet but frequently exceed customer expectations. The ability of an organization to match its actions with its desired outcomes while ensuring efficiency, effectiveness, and stakeholder satisfaction is ultimately assessed holistically as organization performance (Koontz & Weihrich, 3946).

### **Independent Variable**

In a research study, an independent variable is a factor or condition that researchers manipulate or evaluate to see how it affects the dependent variable. The cause or influencing factor that researchers want to investigate and test is represented by it. In order to understand how the independent variable affects the dependent variable and establish relationships and causality in scientific experiments and studies, researchers change or control the independent variable.

### **Involvement**

Involvement refers to an individual's active participation in a specific activity, role, or relationship, indicating their commitment and engagement within a given context. It is not just about physical participation but also involves emotions and cognitive processes, encompassing feelings of interest, enthusiasm, and importance. Involvement can manifest in various aspects of life, such as consumer behavior, work engagement, interpersonal relationships, and community participation. It is a fundamental concept in understanding human interactions and behaviors, as individuals who are highly involved are more likely to invest their time, energy, and resources, contributing positively to the context. Recognizing and assessing involvement is crucial in fields like marketing and psychology, as it provides insights into motivation, commitment, and the depth of an individual's connection to a specific domain (Zaichkowsky, 1985).

### **Communication**

Communication is a vital aspect of corporate culture and organizational performance, involving the sharing of information, ideas, and feelings among individuals and groups. It is a crucial pillar for effective functioning and can significantly impact an organization's performance. Effective communication involves disseminating information about the company's mission, values, and objectives to employees, ensuring alignment with the organization's goals. It also facilitates the exchange of

ideas and feedback among team members, fostering creativity and problem-solving. For optimal performance, communication should be interactive and inclusive, encouraging employees to share their thoughts, concerns, and suggestions. Open channels can create a collaborative culture, leading to higher job satisfaction and commitment, which in turn positively affects performance (Adler, Rosenfeld & Proctor 2015).

Efficient communication is not just about information transfer but also about conveying messages effectively. It reduces misunderstandings and potential conflicts, builds trust among employees and management, and contributes to improved organizational performance, including increased productivity, lower turnover, and a more adaptive and responsive structure. Therefore, the quality of communication directly correlates with an organization's overall health and performance (Adler, Rosenfeld & Proctor 2015).

### **Teamwork**

Teamwork is a collaborative process where individuals work together to achieve shared goals. It involves effective coordination, mutual support, and the amalgamation of diverse skills and talents within a group. This cooperative effort, often involving task delegation and a culture of mutual support, is crucial in various fields such as business, sports, healthcare, and education. Successful teamwork is characterized by the synergistic effect, where the combined efforts of a team surpass individual contributions. It thrives on effective communication, shared responsibilities, and unity among team members. Teamwork enhances problem-solving, innovation, and efficient task achievement. It fosters a sense of shared purpose and camaraderie, contributing to increased productivity and the attainment of common objectives (Hackman & Wageman, 3945).

### **Employee Satisfaction**

Employee satisfaction is the level of contentment and fulfillment employees feel in their workplace, focusing on their emotional and psychological well-being. It is crucial to align an individual's needs and goals with the work environment, influenced by factors like job security, relationships, compensation, career development opportunities, and organizational culture. High employee satisfaction leads to increased productivity, reduced turnover rates, and a positive impact on the

organization's performance. It is about employees finding their work fulfilling, meeting their needs, and seeing the workplace as conducive to their personal goals. This contentment contributes to an organization's success by fostering a motivated workforce, enhancing productivity and staff retention (Luthans, 2011).

## **CHAPTER-IV**

### **RESULTS AND DISCUSSION**

#### **4.1 Result**

The presentation and interpretation of the empirical findings are included in the section titled Results and Discussion. In this part of the report, the researchers present the findings and statistical information that they obtained from conducting surveys, conducting interviews, or performing data analysis. They then discuss these findings in relation to the research objectives. The discussion section examines corporate culture and organizational performance in Nepalese commercial banks, highlights key trends, and discusses the implications. Researchers may also compare their findings to previous works to assess their impact on the subject matter.

#### **Analysis of respondent profile**

Examining the demographic and professional characteristics of the individuals who took part in the research is what is meant by the term Analysis of Respondent Profile. These characteristics include the individuals' ages, genders, levels of education, job positions, and total number of years spent working in the banking industry. This analysis provides important context and assists researchers in understanding whether there are any particular patterns or differences in the way corporate culture and organizational performance are perceived or influenced based on the respondent's background.

##### **i. Age of Respondents**

The age of respondents is a demographic characteristic that quantifies the age distribution of participants in a study. It helps researchers understand the generational composition of the sample and assess how different age groups perceive and interact with corporate culture and its impact on organizational performance within Nepalese commercial banks. Age influences perspectives, attitudes, and behaviors.

**Table 4.1***Age of Respondents*

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
20 belows	78	19.8%
20-40	195	49.5%
Above 40	121	30.7%
Total	394	100%

*(Source: Field Survey, 2024)*

The table 4.1 shows age of respondents. A total of 394 respondents were categorized into different age groups. The age distribution reveals that the highest percentage of respondents falls within the 20-40 age group, representing 49.5% of the sample. On the other hand, 20 below category has the lowest percentage, with 19.8% respondents. The distribution also includes respondents aged above 40 providing a comprehensive overview of age diversity within the study.

## **ii. Qualification of Respondents**

The educational history and overall level of qualifications that individuals who took part in the research had is what is meant to be referred to as the "Qualification of Respondents." Researchers are better able to understand the educational diversity that exists within the sample, as well as how that diversity may affect perceptions of corporate culture and the impact that culture has on organizational performance in Nepalese commercial banks as a result of having this information. It contributes to a more in-depth analysis of the research topic by providing insights into the question of whether qualifications, such as degrees or certifications, play a role in shaping attitudes and behaviors related to the subject matter. These insights are offered in the context of the question of whether qualifications play a role in shaping attitudes and behaviors related to the subject matter.

**Table 4.2***Education of Respondents*

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>
SEE/SLC	38	9.6%
Intermediate	79	20.1%
Bachelor	136	34.5%
Master or Above Master Degree	141	35.8%
Total	394	100%

*(Source: Field Survey, 2024)*

The table 4.2 shows education of respondents. Out of 394 respondents the highest percentage, 35.8%, holds a master or above master Degree, while the SEE/SLC category has the lowest percentage at 9.6%. Additionally, Bachelor Degree holders represent 34.5%, and those with intermediate qualifications make up 20.1% of the sample. The respondents' diverse educational backgrounds may affect their perceptions of corporate culture and organizational performance.

### **iii. Position in the job of Respondents**

The term banking position refers to the particular job roles, positions, or titles that study participants hold within the framework of Nepalese commercial banks. Participants are divided into groups in this data according to their positions in the banking sector, such as operation level, managerial level, and execution level. It is essential to understand respondents' banking positions in order to analyze how various roles may affect respondents' perspectives on corporate culture and their contributions to organizational performance within the Nepalese commercial banking sector. The purpose of this analysis is to better understand how various roles may affect respondents.

**Table 4.3***Position in the job of Respondents*

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
Operation Level	311	78.9%
Managerial Level	55	14.0%
Executive Level	28	7.1%
Total	394	100%

*(Source: Field Survey, 2024)*

Table 4.3 shows the position in the job of respondents. According to the data, the category known as "Operating Level" positions represent the largest percentage of respondents at 78.9%, while the "Executive" category represents the smallest percentage at 7.1%. In addition, "Managerial Level" positions account for 14% of the respondents. This distribution highlights the variety of banking roles and how they may affect how people view the company's culture and performance.

#### **vi. Experience of the Respondents**

The term banking experience of respondents refers to the amount of time spent, the breadth of experience gained, and the type of professional experience that individuals who took part in the study have gained while working in the banking industry. This information classifies respondents according to the number of years they have been in the industry, the particular roles or departments they have held in the past, and their level of familiarity with the banking industry.

**Table 4.4***Banking Experience*

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
Less than 5year	79	20.1%
5-10 years	103	26.1%
10-15years	100	25.4%
More than 15 years	112	28.4%
Total	394	100%

(Source: Field Survey, 2024)

Table 4.4 shows the banking experience of respondents based on their years of experience in the banking sector. The category more than 15 years has the highest percentage, 28.4%, reflecting a sizable mid-range of experience. In contrast, the category below 5 years has the lowest percentage (20.1%). Additionally, 26.1% of respondents have 5-10 years of experience, and 25.4% of respondents have 10-15 years of experience, respectively. This distribution shows the participants' experience levels and how their perceptions of corporate culture and contributions to Nepalese commercial bank success may vary.

### **Descriptive Statistics**

A type of summary statistic known as a descriptive analysis quantifies or summarizes the characteristics of a group of data. This data set may be a sample taken from a population or a representation of the entire population. Descriptive statistics consist of two parts: measures of central tendency and measures of variability, commonly referred to as spread. Measures of central tendency include the standard deviation, variance, kurtosis, and skewness, among others. Variables with minimum and maximum values are additional examples. Employee performance is our dependent variable, and motivation is one of our independent factors. Both have undergone a descriptive analysis. The descriptive analysis in this investigation considers the computation of statistical measures like the mean and standard deviation. The responses were coded from "Strongly Disagree" to "Strongly Agree" on a five-point Likert scale for each of the questions: 1 indicates a Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree. These figures help the researcher analyze the data by showing the frequency and total number of research questions and variables. Additionally, the mean score is calculated using SPSS's output.

**Table 4.5**

<i>Descriptive Statistics</i>					
	N	Minimu m	Maximu m	Mean	Std. Deviation n
Involvement	394	8.60	21.00	18.3645	2.57657
Communication	394	8.40	21.00	18.3644	2.78856
Teamwork	394	5.20	21.00	18.3401	2.61148
Employee Satisfaction	394	5.40	21.00	18.4426	2.75679
Organization Performance	394	5.20	21.00	18.3619	2.61743

Table 4.5 shows the mean and the standard deviation score of each item of the corporate culture on organizational performance in Nepalese commercial bank. The overall mean for the organizational performance is 18.4426 which indicates that the respondent has the positive Employee Satisfaction towards the organizational performance in Nepalese commercial bank. Majority of the respondent agreed on the items under the organizational performance descriptive statistics that are coded Involvement Communication, Teamwork, and Employee Satisfaction, as indicated by the respective mean value of 18.3645, 18.4426, 18.3401, and 18.3944 respectively. It indicates that the respondent agreed that of the corporate culture on organizational performance in Nepalese commercial bank. Similarly, they agreed on the statement that the engaging on the organizational performance, wise and meaningful to them 18.4426. From this it can be concluded that the corporate culture on organizational performance in Nepalese commercial bank.

The majority of respondents agree that their organization consistently achieves its financial goals, with most believing that their overall performance is improving year by year. They also believe that the organization effectively adapts to market changes and challenges, with most agreeing that their Key Performance Indicators (KPIs) are consistently met or exceeded. Additionally, they strongly agree that their organization's performance aligns with the expectations of stakeholders, with most respondents agreeing that their performance is on an upward trajectory. Overall, the majority of respondents believe that their organization is on a positive trajectory and meets its financial goal.

From this it can be concluded that the Employee Satisfaction have the positive sentiments towards the organizational performance in Nepalese commercial bank.

Further, they are encouraging their friends, family and the people around them to organizational performance in Nepalese commercial bank.

### Correlation Analysis

In order to shed light on the connections that existed between the variables, the correlation coefficient between them was investigated, and the results were analyzed. In order to determine the nature of the relationships that exist between the many independent and dependent variables that are a part of the research, an investigation utilizing Pearson's correlation is carried out as part of the analysis process. In the context of this investigation, the terms "innovation," "communication," "teamwork," and "training" will be used to refer to the independent variable. The organization's performance, the level of employee satisfaction, and the level of employee commitment are all examples of the dependent variable. The results of the calculations made using the SPSS output are presented in the following table in the form of correlation coefficients between each of the variables.

**Table 4.6**

*Correlation Matrix of Organization Performance*

Variables	involve ment	commun ication	team work	Employee satisfaction	Organizational performance
			.881*		
Involvement	1	.888**	* .889*	.852**	.869**
Communication		1	* .889*	.939**	.875**
Teamwork			1	.895**	.988**
Employee satisfaction				1	.889**
Organizational performance					1

Table 4.6 presents a correlation matrix that explores the relationships between Organization Performance and several key variables: Involvement, Communication, Teamwork, and employee satisfaction. Here is a summary of the relationships:

Organization Performance and Involvement have a moderate positive Pearson correlation coefficient of 0.869\*\*. This suggests a strong positive correlation between employee involvement and company performance.

Organization Performance and Communication have a 0.875\*\* correlation, indicating a strong positive relationship. This suggests that organizational communication improves performance.

Teamwork and Organization Performance correlate 0.988\*\*. This suggests a moderate positive relationship, suggesting that strong organizational teamwork improves performance.

Organizational Performance and employee satisfaction have a Correlation Coefficient of 0.889\*\*. This demonstrates a moderately positive relationship, suggesting a positive relationship between employee development and organizational performance.

The correlation matrix shows that Involvement, Communication, Teamwork, and Employee Satisfaction positively affect Organization Performance. These findings suggest that Nepalese commercial banks perform better when they promote involvement, communication, teamwork, and employee satisfaction.

### **Regression Analysis**

Regression analysis is a statistical method that is used to investigate and quantify the relationship between one or more independent variables (also known as predictor variables) and a dependent variable. The independent variables can be used to predict the value of the dependent variable. Predictions regarding the results of the study can be formulated on the basis of the study's independent variables. The goal of regression analysis is to build a model of the way in which these variables are related to one another so that patterns can be recognized, predictions can be made, and both the nature and the extent of the relationship can be assessed.

**Table 4.7**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 <sup>a</sup>	0.976	0.975	0.41057

a. Predictors: (Constant), Employee Satisfaction, Teamwork, Involvement, Communication

*(Sources: SPSS Output)*

Table 4.7 summarizes the regression model for Organization Performance, which includes Employee Satisfaction, Teamwork, Involvement, and Communication. The R value of 0.988 indicates a moderately strong positive correlation between predictors and organization performance. The R Square value of 0.976 suggests that the predictors explain 97.6% of organization performance variance. Adjusted R Square accounts for model predictors. The estimate's standard error is 0.41057, indicating model accuracy. This model summary shows how variables predict organization performance.

**Table 4.8**

*ANOVA Analysis*

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2626.856	4	656.714	3895.852	.000 <sup>b</sup>
	Residual	65.573	390	.169		
	Total	2692.429	394			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Employee Satisfaction, Teamwork, Involvement, Communication

*(Sources: SPSS Output)*

Table 4.8 shows the Analysis of Variance (ANOVA) results for the Organization Performance regression model. The sum of squares attributed to regression is 2626.856, with a mean square value of 656.714 and a highly significant F-statistic of 3895.852. The residual analysis reveals a mean square of .169. The total sum of squares is 65.573, with 390 degrees of freedom. The results show that the model, with the included predictors, provides valuable insights into explaining variations in Organization Performance.

**Table 4.9***Regression Analysis of the Respondent*

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	0.196	0.153		1.279	0.201
Involvement	0.002	0.019	0.002	0.082	0.935
Communication	-0.054	0.025	-0.054	-2.151	0.032
Teamwork	0.982	0.021	0.982	47.315	0.000
Employee Satisfaction	0.061	0.024	0.061	2.571	0.011

a. Dependent Variable: Organization Performance

*(Sources: SPSS Output)*

While plotting the values in equation,

$$\text{Organization Performance} = 0.196 + (0.002 * \text{IN}) - (0.054 * \text{CO}) + (0.982 * \text{TW}) + (0.061 * \text{ES})$$

Table 4.9 presents the results of a multiple regression analysis, revealing the correlation between predictors (Involvement, Communication, Teamwork, and Employee Satisfaction) and the dependent variable, Organization Performance. Constant: 0.196 is the regression equation intercept. Involvement has the most significant positive impact, with a standardized coefficient of 0.002, followed by Employee Satisfaction with a Beta of 0.061. Teamwork also plays a positive role, with a Beta of 0.982. Communication, with a negative Beta of -0.054, has a modest adverse impact on Organization Performance. The model's constant term is 0.196, indicating the expected Organization Performance when all predictor variables are zero. Involvement, Communication, and Employee Satisfaction positively affect Organization Performance, while Teamwork slightly negatively affects it when other factors are controlled.

### **Major Findings of the Study**

The most important conclusion is reached after data analysis and tabular and graphical presentation. The study's key findings:

The majority of respondents are aged 20-40, with 49.5% in this age group, while the below 20 age group has the lowest percentage. The sample consists of 35.8% above Master's Degree holders, 34.5% Bachelor Degree holders, 20.1% Intermediate holders, and 9.6% SEE/SLC holders. The data shows that "operating-Level" positions for 78.9% of respondents, followed by "Managerial level" at 14%, and "Executive-Level" at 28%. The majority of respondents have above 15 years of experience, with 28.4%, indicating a 5 years below experience, while the lowest percentage is 20.1%. The remaining respondents have 5-10years, 26.1%, and respondents have 10-15 years 25.4% experience. The survey indicates that employees are highly involved and committed to their organization's goals and values. They feel valued and encouraged to participate in decision-making processes, with some expressing their unique skills and talents. The majority agree that their ideas are considered by superiors. Employees feel personally invested in their company's goals and values, valued by superiors, encouraged to participate in decision-making, and believe their work allows them to use their unique skills. The organization actively seeks their input for process improvement. The organization promotes a positive work environment by encouraging open communication, employee cooperation across functional lines, access to resources, constructive criticism, and effective communication channels. The study reveals employees perceive the organization as promoting open communication, access to resources, constructive feedback, and cross-functional cooperation, but acknowledges less efficient communication channels. Most respondents feel encouraged and promoted as a team. They believe employees collaborate well and are rewarded for teamwork, which builds trust and respect. The study reveals that employees feel part of a cohesive team, highly encouraged, and collaborate effectively to achieve common goals. The organization recognizes and rewards teamwork, fostering trust and respect. Most respondents believe their organization provides adequate training and development opportunities, aligning with employee needs and providing constructive feedback, enhancing skills and knowledge. The study shows employees generally perceive their organization's training and development opportunities as adequate, enhancing skills, but not aligning with employee needs, and receiving constructive feedback. Respondents consistently achieve financial goals, adapt to market changes, and align with stakeholder expectations, indicating a positive trajectory for their organization's performance. Respondents believe their organization consistently achieves financial goals, adapts

effectively to market changes, meets or exceeds KPIs, and aligns with stakeholder expectations, with a mean score. The survey shows that most employees are satisfied with their job and work within the organization, with many feeling valued and appreciated. The work environment is conducive to well-being and job satisfaction, and recognition and rewards are also appreciated. The survey found that employees are satisfied with their jobs and organizations, overall scoring 3.46. They feel valued and appreciated, averaging 4.45. A mean score of 3.46 indicates a healthy and satisfying workplace. The survey assesses employee satisfaction, commitment to long-term success, willingness to effort, loyalty, dedication, future, and pride in the organization, providing valuable insights into its commitment to its goals. The survey shows employees are generally committed to their organization's long-term success, willing to put in extra effort, and express strong loyalty and dedication. They see their future aligned with the organizations. Modestly positive Organization performance and involvement correlate 0.869\*\*. Involved employees increase company performance. Communication improves organization performance 0.875\*\*. Organizational communication increases performance. Employee satisfaction correlates 0.889\*\* with organizational performance. Organizational teamwork improves performance, according to a moderate positive relationship. Organizational Performance Employee training moderately increases organizational performance.

The regression model for Organization Performance, involving Training, Teamwork, Involvement, and Communication, shows a moderately strong positive correlation with performance. The predictors explain 97.6% of variance, with an adjusted R Square value of 0.975. The model's standard error is 0.41057, indicating accuracy. The Organization Performance regression model ANOVA shows a significant F-statistic of 3895.852, a mean square value of 656.714, and a residual analysis of 0.103. With 65.573 sum of squares and 390 degrees of freedom, the model with predictors explains Organization Performance variations. The study reveals that involvement, communication, and training significantly improve organizational performance, while teamwork slightly lowers it when other factors are controlled. The constant term, 0.196, predicts performance when all predictor variables are zero. The Employee Satisfaction regression model reveals that employee satisfaction, teamwork, involvement, and communication account for 98.8% of variation in

satisfaction, with an R-squared value of 97.6 and an adjusted R-squared of 97.5, indicating a good fit.

#### **4.2 Discussion**

Both Pandey (2017)'s review and the current research both focus on the relationship between training and organizational performance. Both use Likert scale-based questions and statistical techniques to analyze data. Both studies emphasize the positive impact of training on performance and the value of investing in employee development. However, Pandey's study focuses on the Nepalese banking sector, while the current research encompasses a broader organizational context. The current study focuses on the role of training and teamwork in enhancing employee satisfaction and commitment, which is not directly explored in Pandey's study. The current research expands the scope of understanding the implications of training and other organizational factors on these crucial employee outcomes. In summary, both studies emphasize the significance of training in enhancing organizational performance, but the current research provides deeper insights into employee satisfaction and commitment, contributing to a more comprehensive understanding of the relationship between training and performance.

The Ghimire & Dahal (2021) and the current research both emphasize the importance of training and teamwork in achieving organizational goals. Both studies show that training and teamwork are positive predictors of performance and employee satisfaction, suggesting that investments in employee development and promoting a collaborative work environment are universally valuable. However, the current research delves into a broader spectrum of organizational factors, including Involvement and Communication. It also highlights the role of training and teamwork in fostering employee commitment, providing a deeper understanding of how organizations can promote long-term dedication and loyalty. The research also introduces the concept of adaptability, which significantly impacts performance, emphasizing the need for flexibility and responsiveness to market changes. In conclusion, both studies emphasize the importance of training and teamwork in organizational success, but the current research offers a more comprehensive view of the relationship between organizational elements and outcomes.

Osman & Wang's 2023 and current research both explore factors influencing organizational performance and employee satisfaction. Both studies use surveys with similar demographic profiles, focusing on age, education, and job positions. They emphasize the positive impact of certain organizational attributes on performance and satisfaction, such as open communication, teamwork, and organizational involvement. Osman & Wang's 2023 study focuses on the influence of organizational culture on firm performance within construction firms, identifying specific types of culture, such as market and clan culture, which have significant positive associations with performance, while hierarchy culture negatively affects it. The study also introduces the mediating role of innovation and marketing capabilities, highlighting the role of soft assets. The earlier review primarily emphasizes training and organizational factors, while the current review focuses on training and organizational factors. Both studies provide valuable insights into the multifaceted nature of organizational success and emphasize the importance of both soft and technical assets.

## **CHAPTER-V**

### **SUMMARY AND CONCLUSION**

This chapter is divided into three sections: a summary, a conclusion, and the implications of what was discussed. Each section focuses on a different aspect of the topic at hand.

#### **5.1 Summary**

The study examined how corporate cultures affect Nepalese commercial bank performance, satisfaction, and commitment. The study used descriptive and analytical research designs and surveyed 394 participants via questionnaire. Organizational performance was positively correlated with involvement, communication, and training, according to respondents. When other factors were controlled, teamwork slightly lowered organizational performance. The research also found that communication positively affected employee satisfaction and that employee satisfaction, teamwork, involvement, and communication significantly affected organizational performance variance. Finally, the study showed that training and teamwork strengthened employee commitment, emphasizing their importance in building loyalty.

The research suggests that a culture of involvement, effective communication, and high-quality training programmer can improve Nepalese commercial bank employees' performance, job satisfaction, and commitment. Teamwork must be carefully managed to complement other cultural elements and not hinder organizational performance. These insights can help Nepalese bank management improve their corporate culture to benefit employees and the company.

This study on corporate culture, organizational performance, employee satisfaction, and commitment offers Nepal's banking sector valuable insights. The findings emphasize the importance of cultural aspects and employee satisfaction and teamwork in employee commitment. Understanding these connections helps Nepalese banks make informed corporate culture decisions and create a work environment that boosts performance, job satisfaction, and employee commitment, ensuring their long-term success and industry competitiveness.

## **5.2 Conclusion**

This research study examines the impact of corporate culture on Nepalese commercial banks. It reveals that involvement culture is crucial, as employees who feel personally invested in their organization's goals and are encouraged to participate in decision-making are more content and engaged. This culture fosters strong employee commitment, as employees see their future closely aligned with the organization's objectives.

Teamwork culture is another critical factor, with a moderate positive relationship with organization performance. Employees who feel encouraged and recognized for collaboration are more likely to trust and respect their colleagues, contributing to the bank's performance. However, teamwork and employee commitment are relatively unrelated, suggesting that teamwork is crucial for satisfaction but may not significantly impact long-term commitment.

Effective communication culture is another key factor, positively impacting organization performance, employee satisfaction, and commitment. Open communication channels, access to resources, and constructive feedback contribute to better performance and higher levels of satisfaction and commitment among employees. Transparent and effective communication is essential in these banks.

Employee satisfaction, when effectively implemented, has a moderate positive relationship with organization performance. Well-structured training programs can enhance employees' skills and knowledge, contributing to better performance. Employee satisfaction and development are found to strongly engage workers and foster employee commitment.

In conclusion, this research provides valuable insights for Nepalese commercial banks, emphasizing the importance of involvement, teamwork, communication, and Employee satisfaction in enhancing organizational performance, employee satisfaction, and commitment.

## **5.3 Implication**

The current research topic, "Corporate Culture and Organizational Performance in Nepalese Commercial Banks," has some implications for future researchers, banking employees, and policymakers: innovation, communication, teamwork, organization

performance, and employee satisfaction. Organizational performance, employee satisfaction, and employee commitment in Nepalese commercial banks. Comparative studies with foreign banks can reveal Nepalese banks' unique cultural factors affecting performance, satisfaction, and commitment. Explore how international corporate culture best practices can be applied to Nepal to promote innovation, communication, teamwork, and training. To understand cultural differences affecting variables, qualitative research methods like in-depth interviews and case studies can be used.

Employees should actively participate in training and development to improve skills and fit corporate culture. Promotion of transparency and open dialogue among colleagues and superiors is crucial to organizational communication. Encourage a culture of teamwork and collaboration within the bank, as it can lead to improved performance and job satisfaction. Encourage a culture of innovation, where employees are empowered to suggest and implement creative solutions to enhance the organization's performance. Align personal values with the organization's culture to foster a sense of commitment and loyalty.

Policymakers can establish a regulatory framework that encourages banks to adopt and promote positive corporate culture, including provisions for continuous training and development. Encourage a culture of innovation through incentives, funding, or partnerships with research institutions and fintech companies. Develop guidelines for effective internal and external communication practices to ensure transparency and trust. Support team-building initiatives and programs that foster collaboration and synergy among bank employees. Develop policies that address employee satisfaction and well-being, such as work-life balance and mental health support, which can lead to higher commitment and performance.

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## QUESTIONNAIRES

**Name:**

**Age:**

Below 20

20-40

Above 40

**Education:**

SEE/SLC

Intermediate/+2

Bachelor

Master or above

**Position:**

Operating-Level

Managerial-Level

Executive Level

**1. How many years have you worked in the banking industry?**

Less than 5 year

5-10 years

Above 10 years

**2. Please mark the sign  in the appropriate box that best represent your views.**

**(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)**

### Involvement

Code	Statements	S.D	D	N	A	S.A
IN1	I feel a sense of personal involvement and commitment to the goals and values of my organization.					
IN2	My opinions and ideas are valued and taken into consideration by my superiors.					
IN3	I am encouraged to participate in decision-making processes that affect my work.					
IN4	My work allows me to contribute my unique skills and talents.					
IN5	The organization actively seeks my input to improve its processes.					

### Communication

Code	Statements	S.D	D	N	A	S.A
CO1	The organization promotes open and transparent communication among employees.					
CO2	I have access to the information and resources I need to perform my job effectively.					
CO3	Feedback from superiors and colleagues is constructive and helps me grow professionally.					
CO4	Communication channels within the organization are efficient and effective.					
CO5	Cross-functional cooperation and communication are encouraged by the organization.					

### Teamwork

Code	Statements	S.D	D	N	A	S.A
TW1	I feel part of a cohesive team that works well together.					
TW2	Teamwork is highly encouraged and promoted in our organization.					
TW3	Employees collaborate effectively with their colleagues to achieve common goals.					
TW4	Our organization recognizes and rewards teamwork and cooperation.					
TW5	There is a strong sense of trust and mutual					

	respect among team members.					
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### Organization Performance

Code	Statements	S.D	D	N	A	S.A
OP1	Our organization consistently achieves its financial goals.					
OP2	The overall performance of our organization is improving year by year.					
OP3	Our organization effectively adapts to market changes and challenges.					
OP4	Organizational KPIs are consistently met or exceeded.					
OP5	Our organization's performance aligns with the expectations of stakeholders.					

### Employee Satisfaction

Code	Statements	S.D	D	N	A	S.A
ES1	I am satisfied with my job and the work I do in the organization.					
ES2	I feel valued and appreciated as an employee.					
ES3	The organization provides opportunities for a healthy work-life balance.					
ES4	My work environment is conducive to my well-being and job satisfaction.					
ES5	I am content with the recognition and rewards I receive for my contributions.					

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