

EXPLORING ORGANIZATION CULTURE AND EMPLOYEE  
SATISFACTION IN NEPALESE ORGANIZATIONS

A Thesis

Submitted By

Sanam Maharjan

Shanker Dev Campus

T.U. Regd. No.: 7-2-39-610-2010

2<sup>nd</sup> Year Exam Roll No.: 391184

Campus Roll No.: 910/071

Submitted To:

Office of the Dean

Faculty of Management

Tribhuvan University

*In partial fulfillment of the requirement for the degree of*  
Master of Business Studies (MBS)

Kathmandu, Nepal

July, 2024

## **RECOMMENDATION**

This is to certify that the thesis

Submitted by:

**Sanam Maharjan**

**Entitled:**

### **EXPLORING ORGANIZATION CULTURE AND EMPLOYEE SATISFACTION IN NEPALESE ORGANIZATIONS**

*has been prepared as approved by this Department in the prescribed format of the  
Faculty of Management. This thesis is forwarded for examination.*

.....  
**Dhan Raj Chalise**  
(Thesis Supervisor)

.....  
**Asso. Prof. Dr. Sajeeb Kumar Shrestha**  
(Head, Research Department)

.....  
**Asso. Prof. Dr. Krishna Prasad Acharya**  
(Campus Chief)

**VIVA-VOCE SHEET**

We have conducted the viva – voce of the thesis presented

**By:**

**Sanam Maharjan**

Entitled:

**EXPLORING ORGANIZATION CULTURE AND EMPLOYEE  
SATISFACTION IN NEPALESE ORGANIZATIONS**

*And found the thesis to be the original work of the student and written according to the prescribed format. We recommend the thesis to be accepted as partial fulfillment of the requirement for the degree of Master of Business Studies (MBS)*

**Viva-Voce Committee**

Head, Research Department .....

Member (Thesis Supervisor) .....

Member (External Expert) .....

## DECLARATION

I hereby declare that this thesis work entitled **EXPLORING ORGANIZATION CULTURE AND EMPLOYEE SATISFACTION IN NEPALESE ORGANIZATIONS** submitted to Office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the degree of Masters of Business Studies which is prepared under the supervision of respected supervisor Dhan Raj Chalise of Shanker Dev Campus, T.U.

.....

Sanam Maharjan

Shanker Dev Campus

Campus Roll No.: 910/071

2<sup>nd</sup> Year Exam Roll No.: 391184

T.U. Regd. No.: 7-2-39-610-2010

## **ACKNOWLEDGEMENTS**

This entitled thesis **EXPLORING ORGANIZATION CULTURE AND EMPLOYEE SATISFACTION IN NEPALESE ORGANIZATIONS** has been prepared in partial fulfillment for the Degree of Master of Business Studies under the Faculty of Management, Tribhuvan University is based on research models involving the use of quantitative aspect of finance.

I have great pleasure to express my appreciation and sincerity to my thesis supervisor Dhan Raj Chalise of Shanker Dev Campus, TU for his excellent and effective guidance and supervision. I will remain thankful for his valuable direction, useful suggestion and comments during the course of preparing this thesis. Without his help this work would not have come in this form.

My special thanks goes to Asso. Prof. Dr. Sajeeb Kumar Shrestha, Head of Research Department of Shanker Dev Campus for his suggestion and cooperation. I would like to thank Asso. Prof. Dr. Krishna Prasad Acharya, Campus Chief of Shanker Dev Campus and all the others campus staffs for his valuable supports and assistance to complete my overall thesis work.

Similarly, I would like to express my sincere to my friends for his support, encouragement and help for this study work.

Researcher

Sanam Maharjan

## TABLE OF CONTENTS

	Page No.
<i>Title Page</i>	<i>i</i>
<i>Recommendation</i>	<i>ii</i>
<i>Viva Voce Sheet</i>	<i>iii</i>
<i>Declaration</i>	<i>iv</i>
<i>Acknowledgements</i>	<i>v</i>
<i>Table of Contents</i>	<i>vi</i>
<i>List of Tables</i>	<i>viii</i>
<i>Abbreviations</i>	<i>ix</i>
CHAPTER-I INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2 Statement of Problems .....	4
1.3 Objective of the study .....	7
1.4 Significance of the study.....	7
1.5 Limitations of the study .....	8
1.6 Organization of the Study .....	8
CHAPTER II REVIEW OF LITERATURE .....	10
2.1 Theoretical Review .....	10
2.1.1 Hierarchy of Needs Theory.....	10
2.1.2 Herzberg's Two-Factor Theory .....	10
2.1.3 Odd Lot Theory.....	11
2.1.4 Prospect Theory .....	12
2.1.5 Rational Expectations Theory.....	12
2.1.6 Affective event theory.....	12
2.1.7 Equity theory.....	13
2.1.8 Job characteristics theory .....	13
2.1.9 Herzberg's two-factor theory .....	15
2.1.10 Expectancy theory.....	15

2.2 Empirical Review.....	16
2.3 Research Gap .....	29
CHAPTER-III RESEARCH METHODOLOGY .....	30
3.1 Research design .....	30
3.2 Population and sample .....	31
3.3 Sources of data.....	31
3.4 Data collection procedure .....	32
3.5 Data analysis tools and techniques .....	32
3.6 Research Framework .....	32
CHAPTER – IV DATA PRESENTATION AND ANALYSIS.....	37
4.1 Descriptive Analysis .....	37
4.1.1 Correlation Analysis .....	42
4.1.2 Regression Analysis.....	43
4.5 Major Findings.....	45
CHAPTER-V SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....	48
5.1 Summary .....	48
5.2 Conclusion .....	50
5.3 Recommendations.....	51
Bibliography	
Appendices	

## LIST OF TABLES

Table 1 Descriptive Statistics of Motivation culture .....	37
Table 2 Descriptive Statistics of Involvement culture.....	38
Table 3 Descriptive Statistics of Work behavior .....	38
Table 4 Descriptive Statistics of Employee satisfaction.....	39
Table 5 Descriptive Statistics of Communication culture .....	40
Table 6 Descriptive Statistics of Team work.....	40
Table 7 Descriptive Statistics of Training culture .....	41
Table 8 Descriptive Statistics of Dependent and Independent Variables.....	41
Table 9 Correlation Analysis .....	42
Table 10 Model Summary of Satisfaction .....	43
Table 11 ANOVA Table.....	43
Table 12 Regression Coefficients .....	44

**LIST OF FIGURE**

Figure 1 Research Framework.....34

## ABBREVIATIONS

ANOVA	:	Analysis of Variance
CV	:	Coefficient of Variation
F.Y.	:	Fiscal Year
i.e.	:	That is
MSQ	:	Modified Minnesota Satisfaction Questionnaire
NEPSE	:	Nepal Stock Exchange
NRB	:	Nepal Rastra Bank
R	:	Correlation
R <sup>2</sup>	:	Correlation Coefficient
S.D.	:	Standard Deviation
SD	:	Standard Deviation
SPSS	:	Statistical Package for the Social

# CHAPTER-I

## INTRODUCTION

### 1.1 Background of the Study

According to Yildiz (2019), culture can be defined as a combination of values, beliefs, communication, and behavior simplification that provides people with direction. Organizations across a great many areas, including energy, banking, and gadgets, have needed to battle with progressively convoluted and moving business conditions because of liberation, the innovation transformation, worldwide rivalry, and unpredictable business sectors. The formation of a specific hierarchical culture is crucial for the progress of these associations. (Reidhead, 2020). Hierarchical culture is characterized as the arrangement of shared, underestimated implied suspicions that a gathering holds and that decides how it sees, contemplates, and responds to its different surroundings (Zang and Li, 2021). In the 1980s, the idea of corporate culture began to gain traction. Corporate culture has gotten a lot of consideration over the most recent twenty years because of its impacts and possible effect on hierarchical achievement. Kamau and Wanyoike (2019) made sense of how social convictions and methods of reasoning impact how people act in the work environment to increment achievement.

Organizational behavior has paid a lot of attention to corporate culture. Cultural factors effectively promote or inhibit cooperation, the exchange of knowledge, experience, and ideas, and determine levels of organizational outcomes. Hierarchical execution is the deliberate relationship of useful resources, including human, physical, and capital assets, to accomplish a mutual perspective. Execution is the execution or achievement of work, undertakings or objectives to a specific degree of wanted fulfillment. The capacity of an organization to meet the expectations of its owners, employees, and customers is referred to as its organizational performance. Hierarchical execution doesn't simply intend to characterize issue yet it likewise for arrangement of issue (Heffernan & Flood, 2020). According to Belias et al. (2023), a company's success is reflected in its high return on equity, which is made possible by the establishment of an effective employee performance management system. Firm performance is defined as the achievement of a company's goals and objectives.

A company's culture defines its relevant employees, customers, suppliers, and competitors, as well as how it will interact with these key actors. As a result, a company's culture is said to have pervasive effects. Sapta (2021) contended that assuming an association has solid culture by displaying a very much coordinated and powerful arrangement of explicit qualities, convictions, and ways of behaving, then it will perform at a more significant level of efficiency. Social qualities will make energy, high confidence, and extraordinary obligation to an organization and its targets; explain the ways of behaving expected of representatives; stir their likely efficiency and through these exercises, eventually work on the monetary viability of the association.

Companies, particularly those in the service sector, can benefit from corporate culture (Chan et al. 2004). Corporate culture has been accepted to have significant ramifications, not just for the person's full of feeling responses to authoritative life, yet in addition for hierarchical viability (Denison & Fey, 2003). In today's challenging environment, a culture that is well-thought-out and well-managed can also mean the difference between success and failure.

The performance of an organization is significantly impacted by corporate culture. An essential piece of the substance of the corporate culture is its qualities, which are remarkable to the association. The way of life winning in an association has a serious bearing on its exhibition. The way managers behave within an organization, as well as the choices they make regarding the organization's relationships with its environment and its strategy, may be influenced by a culture's strength or weakness. Sapta (2021) argued that a positive culture's bright image accelerates its success. Similarly, a solid corporate culture in the business world ensures lively and strong business exercises adding to public or worldwide economy. Culture has a significant impact on how well an organization performs. Hierarchical culture assists with building divided esteems and brought together endeavors between representatives, subsequently adding to accomplishing the association's targets. Workers would know the goals of the association, how to contact them, what assignments and obligations and how they ought to be executed and they act likewise. As a result, the company would meet its performance goals (Yildiz, 2019).

Hierarchical responsibility and Representative Fulfillment is quite possibly of the most trendy variable which has been read up for the last three or forty years. As with any other

psychological construct, providing a universally accepted definition for organizational commitment is challenging (Owoyemi & Ekwoaba, 2013). The meaning of hierarchical responsibility incorporates how much the representative feels dedicated to their association. Authoritative responsibility and Fulfillment has been characterized as the general level of acknowledgment with the association and contribution in it. Authoritative responsibility incorporates profound responsibility, continuum responsibility, and regulating responsibility (Meyer & Hersovite, 2001).

Corporate culture has an impact on organizations' long-term financial performance, according to Nurlina (2022), and it will probably play a significant role in determining whether organizations succeed or fail. Culture influences the exhibition of associations and it is profoundly implanted in cultural standards and worth framework. An effective method for locating issues within an organization is learning culture. Besides, it is vital to comprehend the socio-social upsides of society while concentrating on the way of life of associations.

The connection between corporate culture and hierarchical execution has been the subject of plentiful exploration in essential administration, authoritative way of behaving, and modern and hierarchical brain science (Nurlina 2022). The significance of the corporate culture is perceived the world over. Significance of corporate culture has arisen as of late in setting of Nepal, which is a sound sign for corporate elements. Even though Nepal's businesses are largely based on its own indigenous corporate culture, which is primarily based on personal relationships, attachments, and friendships, "corporate culture" is also slowly making its way into Nepal's business world.

Corporate culture is a significant part in the field of hierarchical way of behaving, especially in attempting to all the more likely comprehend the setting of associations and individuals dealing with the association. This suggests that corporate culture could influence the outcome of associations in attempting to accomplish its objectives and goals. Adhikari and Gautam (2011) say that successful implementation of the organization's plans and policies also depends on the dedication of its employees. However, there are these finding with regards to various nations, no such finding involving later information exist in setting of Nepal. Thus, this study endeavors to examine the connection between corporate culture and saw association execution in

Nepalese business small and medium enterprises. In particular, the purpose of this study is to determine whether the corporate culture of the bank has any influence on how the bank is perceived to be performing in the context of Nepalese small and medium enterprises.

Nepalese small and medium enterprises' organizational culture has historically been formal and hierarchical. Outstanding qualities incorporated a guarantee to keeping guidelines and guidelines and regarding authority. Client care was additionally given main concern. Small and medium enterprises frequently put a high need on steadiness and reliability, which brings about wary navigation and a gamble disinclined outlook. There was a major spotlight on cooperation and joint effort, and representatives who remained with the organization for quite a while were much of the time perceived. To work on the capacities and information on representatives, ordinary preparation and improvement programs were inescapable. Individuals searching for long haul business were attracted to the working environment since being secure and steady was normally seen.

However, the banking sector in Nepal was also experiencing gradual shifts brought on by global trends. With the improvement of innovation, certain small and medium enterprises began carrying out advanced answers for help efficiency and consumer loyalty. This shift toward being more focused on the customer, which was also changing the culture, was having an effect on traditional banking procedures. In addition, in order to distinguish themselves from the competition, a number of companies looked into more avant-garde and client-focused strategies as Nepal's economy developed. According to Gautam (2018), this could lead to changes in the culture of the organization that encourage more experimentation and adaptability.

## **1.2 Statement of Problems**

The purpose of the study is to investigate how, in Nepalese organizations, organizational culture and employee satisfaction are related. Although organizational culture has been widely researched in many different settings around the world, there is a lack of thorough studies that concentrate on Nepalese organizations in particular. Gaining knowledge of how cultural variables inside an organization affect worker satisfaction may be very

helpful in Nepal for developing better work environments, promoting worker well-being, and increasing organizational performance.

Nepalese organizations are shaped by a distinct fusion of contemporary management techniques and traditional beliefs. This generates a complicated cultural environment that can have a big effect on worker satisfaction. The ways in which these cultural elements interact and impact workers' job satisfaction and perceptions of their workplace as a whole, however, are not well supported by empirical data.

The specific organizational culture traits seen in Nepalese organizations and the ways in which these traits affect employee happiness are not well covered in the research. In the Nepalese setting, the impact of contemporary management methods, societal norms, and traditional values on employee happiness is little known. It is vital to comprehend the correlation between employee satisfaction and organizational culture in order to enhance organizational performance; yet, Nepalese firms have not conducted a comprehensive analysis of this link. By examining these issues, the thesis seeks to offer ideas for establishing a more encouraging and fulfilling work environment as well as a thorough analysis of organizational culture and employee satisfaction in Nepalese firms.

Banks and financial institutions are the main stay of economic progress of a country, because the economic development highly depends upon the corporate culture, extent of mobilization of resources and investment and on the operational efficiency of the various segments of the economy. Although, banking industry in Nepal is doing remarkable progress and growth, the corporate culture situation and organizational performance has been average and risks are rising (Shrestha, 2015). Organizational practitioners have to face a lot of management problems that have their roots in the culture of a society and those that impede progress toward achieving high performance.

Banks and monetary establishments are the pillar of financial advancement of a country, on the grounds that the financial improvement profoundly relies on the corporate culture, degree of preparation of assets and speculation and on the functional effectiveness of the different sections of the economy. Despite Nepal's banking industry's remarkable growth and progress, the corporate culture and organizational performance have been average, and risks are increasing (Shrestha, 2015). Many management issues that stem from a

society's culture and impede progress toward high performance must be addressed by practitioners of organizations.

Organizations gain a long-term competitive advantage through culture. Premesti (2023) presented three circumstances; first, the way of life should be suitable, second the way of life should be interesting and have properties and third culture should be incompletely imitable. These can support superior organizational performance, either temporarily or over the long term. Long haul expansion in hierarchical execution might cause to get the upper hand under lengthy run. The connection between hierarchical culture and firm execution needs reliable and convincing help. Environment factors influence the connection between organizational performance, employee satisfaction, and commitment. Solid culture firms might acquire benefits in stable conditions but, since of the relating social control that advances similarity among individuals, they might perform more regrettable or less dependably in powerful conditions and during times of progress.

The idea of corporate culture has still not created and been drilled in Nepalese associations like in a few created nations. However, Adhikari & Gautam (2021) found that some research and empirical studies have examined the impact of organizational culture on organizational performance in Nepal's banking sector. When the concept of organizational culture is properly understood, it can have an indirect impact on organizational performance through employee commitment and satisfaction. As a result, the primary objective of this study is to investigate the mediatory effect of employee commitment to the organization on the connection between organizational culture and performance. In addition, banks and other financial institutions looking to enter the Nepalese market must comprehend how Nepal's culture, environment, values, and norms affect these crucial variables. The use of general hierarchical culture practices to an alternate social setting like Nepal isn't basic, since it might bring about various, unfortunate results. A concentrate on corporate culture and firm execution with regards to Nepal uncovered that, culture of bank no affects execution of business banks since there is no adequate proof to demonstrate culture of bank affects execution of business banks (Shrestha, 2014). Be that as it may, there are previously mentioned confirmations with regards to different nations and in Nepal, no such confirmations involving later information exist with regards to Nepal. This concentrate thusly has manage the accompanying issues with regards to Nepalese banks:

- i. What is the status of organization culture and employee satisfaction in Nepalese small and medium enterprises?
- ii. What is the relationship between organization culture and employee satisfaction in Nepalese small and medium enterprises?
- iii. How organization culture affect the employee satisfaction in Nepalese small and medium enterprises?

### **1.3 Objective of the study**

This study aims to investigate the connection between corporate culture and organizational performance in Nepal's small and medium enterprises, with the following specific goals:

- i. To identify the status of organization culture and employee satisfaction in Nepalese small and medium enterprises.
- ii. To analyze relationship between organization culture and employee satisfaction in Nepalese small and medium enterprises.
- iii. To examine the effect of organization culture in employee satisfaction in Nepalese small and medium enterprises.

### **1.4 Significance of the study**

In Nepal, there are next to no measure of explores and studies to go through in regards to Business Culture and its impact on apparent association execution. As a result, the following groups—individual investors, policymakers, and future researchers—will greatly benefit from this study:

- i. This study has benefited to the managers in the private sector since they face a great challenge in improving organizational performance, Employees satisfaction and Commitment.
- ii. The study findings assist business managers in corporations by contributing knowledge and experiences regarding the role of organizational culture in improving performance and productivity.
- iii. The research findings also seek to extend knowledge in the world of academics in the same area of the study.

iv. This study is useful as literature in the area of study. This is also useful other researchers and academicians who will borrow ideas from the study, which will serve as a basis for further research.

### **1.5 Limitations of the study**

Each study has some restriction. The limitation is also present in this study. So such limit is referenced as following:

- i. This study have not include other financial companies, employee of small and medium enterprises in Nepal are included.
- ii. Larger sample have not be taken for the study. Therefore, finding of this study may not represent the whole population.
- iii. Data collected through questionnaire cannot determine the actual cultural impact on customer satisfaction through work behavior. To maximum extent, it has been determined by conducting interviews with employees. So, reliability in regard to data has been question mark.
- iv. Findings of the study have been varying over time because of change in cultural conditions of the employees.

As a result, the implications of this study have not held up over time. Notwithstanding those previously mentioned impediments, this study has attempted to give more substantial and solid outcome into the topic of the review.

### **1.6 Organization of the Study**

The report structure for this study consists of five major chapters.

#### **Chapter-I: Introduction**

Introduction, problem statement, study objectives, theoretical framework, research hypothesis, limitations of the study, and report structure are all included in this chapter.

#### **Chapter-II: Review of Literature**

The reviewed available literature can be found in the second chapter. It incorporates the audit of books, survey of related diaries and proposition. This chapter's literature review provides the framework within which this study was carried out.

### **Chapter-III: Research Methodology**

"The research methodology is the subject of this chapter." It incorporates research plan, nature and wellsprings of information, populace and test and strategy for examination. The instruments used to analyze and interpret the data are included in the method of analysis.

### **Chapter-IV: Data Presentation and Analysis**

This section incorporates the show and investigation of information. The researcher includes the interpretation of the respondents' responses in this chapter. Different factual and numerical apparatuses are utilized to draw the significant discoveries and conversation.

### **Chapter-V: Summary, Conclusion and Recommendations**

The study's summary and conclusion are presented in this final chapter

## **CHAPTER II**

### **REVIEW OF LITERATURE**

This part manages hypothetical part of the subject on Corporate Culture and Saw Association Execution in Nepalese Business Banks. In order to investigate the relevant facts for the reporting purpose, it provides the foundation for developing a comprehensive theoretical framework and knowledge of the status relevant to the research field. This has been done by looking at NRB directives, books, journals, articles, annual reports, and some related research papers. This part has been, comprehensively characterized into two areas: hypothetical viewpoint for theoretical endlessly audit of related examinations for improvement of exploration hole.

#### **2.1 Theoretical Review**

A portion of the hypotheses inspected under this study are: Maslow's Order of Necessities Hypothesis and Herzberg's Two-Component Hypothesis of Inspiration.

##### **2.1.1 Hierarchy of Needs Theory**

Abraham Maslow created the Hierarchy of Needs Theory in 1943. This hypothesis is an old style portrayal of human inspiration. Maslow's order of necessities hypothesis depends with the understanding that there is a progressive system of five requirements inside every person which are; Physiological requirements, Security needs, Social necessities, Regard needs and Self-completion need. Maslow asserts that people are motivated by unmet needs. As every one of these requirements is fundamentally fulfilled, it drives and powers the following need to arise. The five needs were divided into two groups by Maslow: Higher-order needs and Lower-order needs. The lower-order needs were the physiological and safety needs. These lower-request needs are principally fulfilled remotely. The social, regard, and self-realization needs comprised the higher-request needs. These higher-request needs are for the most part fulfilled inside, i.e., inside a person. As a result, we can conclude that employees' lower-order needs are significantly met during the boom.

##### **2.1.2 Herzberg's Two-Factor Theory of Motivation**

The Two-Component Hypothesis of Inspiration was created by Frederick Herzberg in 1959. Herzberg says that there are some job factors that make people happy, and there are

other job factors that keep people from being unhappy. Herzberg expressed that something contrary to "Fulfillment" is "No fulfillment" and something contrary to "Disappointment" is "No Disappointment". Herzberg ordered these work factors into two classes which are Cleanliness factors and Persuasive elements. Hygiene factors are those aspects of the job that are necessary for motivation to exist at work. These don't prompt positive fulfillment for long haul. However, dissatisfaction can result from these factors being absent or nonexistent in the workplace. At the end of the day, cleanliness factors are those elements which when satisfactory/sensible in a task, mollify the representatives and don't make them disappointed. Because they are necessary to prevent dissatisfaction, hygiene factors are also referred to as dissatisfies or maintenance factors. The cleanliness factors represented the physiological necessities which the people needed and expected to be satisfied. As indicated by Herzberg, the cleanliness factors can't be viewed as inspirations. The inspirational variables yield positive fulfillment. Work has these elements built in. The employees are motivated to perform at a higher level by these factors. These elements are called satisfiers. These are factors associated with playing out the gig. Representatives find these variables naturally fulfilling. The inspirations represented the mental requirements that were seen as an extra advantage.

### **2.1.3 Odd Lot Theory**

The odd lot theory is a technical analysis hypothesis that states that small individual investors frequently make mistakes and that odd-lot sales are more likely to come from individual investors. In this manner, if odd-parcel buys are up, it very well may be a great chance to sell, and if odd-part deals are up and little financial backers are selling an organization, it is most likely a great opportunity to purchase. Odd-lot trades are orders involving shares smaller than a 100-share round lot. It is assumed that lone retail traders, probably less knowledgeable market participants, carry out the majority of these odd-lot trades. Odd lot theory recommends trading against the actions of these naive traders. The testing of this hypothesis suggests that this observation is not always accurate. The odd lot concept is based on observing individual investor trades in odd lots. To increment cost productivity in their orders, this speculation likewise predicts that proficient dealers and financial backers normally exchange round parcel sizes, which are products of 100 offers. This way of thinking was common knowledge from about 1950 until the end of the century, but it has since lost some of its appeal (Scott, 2022).

#### **2.1.4 Prospect Theory**

Prospect theory posits that individuals value gains and losses differently, leading them to make decisions based more on perceived gains than perceived losses. The core idea behind the "loss aversion" concept is that when faced with two equivalent choices, one framed in terms of potential gains and the other in terms of potential losses, people tend to choose the former. According to prospect theory, investors prioritize perceived gains over perceived losses when evaluating their options. Given two equal choices, an investor will typically opt for the one with the higher potential reward. This theory, also referred to as loss-aversion theory, suggests that losses have a stronger emotional impact than gains. In decision-making, people often prefer certain outcomes over probabilistic ones, tending to overlook comparable facts. As a subfield of behavioral economics, prospect theory describes how people make decisions involving risk and uncertainty about the likelihood of various outcomes. Developed by Amos Tversky and Daniel Kahneman in 1992 and first introduced in 1979, this theory is considered more psychologically accurate than the expected utility theory in explaining decision-making processes (Chen, 2022).

#### **2.1.5 Rational Expectations Theory**

According to the economic theory of rational expectations, individuals make decisions based on their best understanding of the market and historical trends. It is assumed that, although people might occasionally err, they generally make correct judgments. This concept was initially introduced by American economist John F. Muth in 1961. However, it gained prominence through the new classical revolution, particularly due to the work of economists Robert Lucas and Thomas Sargent in the 1970s. The theory became widely adopted in microeconomics. With rational expectations, individuals are thought to learn from their mistakes, make accurate predictions, and act based on all available data and economic theories. They are assumed to understand the functioning of the economy and the impact of government policy changes on macroeconomic variables such as prices, unemployment, and total output.

#### **2.1.6 Affective event theory**

Affective event theory, proposed by Thompson and Phua (2012), explains the connection between an employee's internal factors—such as thoughts, feelings, and emotions—and their responses to different events at work. This theory highlights how these responses significantly impact job performance and satisfaction. The degree of autonomy, the nature

of the work, or other job-related aspects can reflect employees' expectations of the organization. An analysis of these expectations reveals that workplace conditions and expectations play a crucial role in determining employee satisfaction.

### **2.1.7 Equity theory**

The equity theory of Berscheid and Walster (1973) explains how individuals perceive fairness in interpersonal relationships. Their study indicated that people assess the effort of the other party and compare the input they receive from the relationship to the output during social interactions. Adams' (1965) hypothesis suggests that social inequality between groups or individuals can lead to stress or dissatisfaction due to differences in effort and reward. In many organizations, pay disparities are a major concern, as highlighted by equity theory. According to Adams' (1963) research, workplace inequality increases stress and tension and may cause employees to behave in ways that deviate from organizational expectations.

### **2.1.8 Job characteristics theory**

Hackman and Oldham (1976), Jackson (2009), and Dugguh (2008) proposed a research framework to explore the connection between job characteristics and job outcomes, including satisfaction. Task identity, which involves completing an entire piece of work from start to finish with a visible outcome, and skill variety, which entails using a range of different skills and activities, are two significant job characteristics that can greatly impact job outcomes. Other important characteristics include task autonomy, which gives employees freedom and discretion in their work; job significance, which measures the job's impact on others within or outside the organization; and job feedback, which provides clear information on performance results.

Three key psychological states are influenced by essential job characteristics: understanding the actual impact of one's work, feeling responsible for work outcomes, and finding the work meaningful. These critical psychological states significantly affect work-related outcomes such as performance, motivation, job satisfaction, and absenteeism. The theory suggests that not everyone is equally affected; however, individuals with a strong desire for professional and psychological fulfillment are particularly impacted.

According to Armstrong (2010), motivation is a primary factor in the exchange relationship between an employer and an employee. Employers can use a compensation system to attract and retain the most qualified staff by directing employees' performance and behavior. Wilcox, Ingram, and Bellenger (1984) noted that rewards based on employees' commitment, output, and behavior help keep them satisfied and motivated. The study highlighted the importance of rewards and their impact on workers' attitudes and behaviors. Henderson (2003) stated that incentives, whether material, monetary, or psychological, are desirable benefits provided by an employer to recognize an employee's performance, dedication, and hard work. Organizations should consider implementing alternative reward structures in addition to monetary incentives.

Aktar, Sachu, and Ali (2012) argue that effective reward management encompasses establishing processes, policies, and strategies. This approach aims to enhance individual employee performance and achieve organizational objectives. Besides providing competitive compensation and benefits, non-monetary incentives such as training, recognition, and increased job responsibilities are crucial for aligning with strategic goals. These rewards can inspire employees to exert additional effort and generate innovative ideas, thereby contributing to overall company performance.

Aligning individuals' skills and abilities with organizational needs is crucial for achieving strategic objectives (Kilmann & Allen, 2001). Implementing a reward system ensures that employees remain motivated to pursue organizational goals and adhere to company strategy. Rewards directly influence individuals' focus and have been linked to increased dedication, adaptability, productivity, and personal development (Larry Howard & Dougherty, 2004). To effectively align rewards with organizational strategy, they should be tied to employees' actions, attitudes, commitments, and achievements. Both internal and external rewards can optimize an organization's utilization of its human resources (Oliver & Kerrin, 2002). Monetary and non-monetary incentives should be provided to recognize employees for their high-quality contributions.

In his 1973 work, Galbraith suggests that organizational reward systems are crucial for attracting and retaining highly qualified, competent, and skilled workers. These systems are shaped by an organization's policies and outcomes. Rewards are aligned with the company's strategic objectives, reflecting employee participation, performance,

commitment, behavior, and skills. Cultivating and motivating a talented workforce fosters a positive workplace culture and helps achieve organizational goals. Koerner, Rooney, and Goodale (1997) argue that employees are often more motivated by extrinsic rewards, such as opportunities for growth, training programs, flexible work arrangements, and involvement in compensation decisions, rather than intrinsic rewards. They emphasize that organizations should not confine themselves solely to financial transaction.

### **2.1.9 Herzberg's two-factor theory**

Frederick Herzberg, a psychologist, developed the two-factor theory of motivation, also known as the dual-factor theory or motivation hygiene theory, in the 1950s. He conducted a study involving 200 engineers and accountants to explore their job attitudes, identifying factors that contribute to job satisfaction and those that prevent job dissatisfaction. Herzberg argued that certain job aspects create satisfaction, while others prevent dissatisfaction. He proposed that satisfaction and dissatisfaction are not merely opposite ends of the same spectrum but rather independent factors requiring different approaches for management.

### **2.1.10 Expectancy theory**

Victor H. Vroom from the Yale School of Management introduced expectancy theory in 1964 (Vroom, 1995) as a framework for understanding motivation. It outlines the cognitive processes individuals undergo when making decisions about their actions or choices. According to expectancy theory, people decide how to behave based on the expected outcomes of their actions. Simply put, our decisions are influenced by what we anticipate will result from them. For instance, someone might increase their work hours because they expect to receive a salary raise.

Moreover, expectancy theory suggests that our decision-making is also influenced by our perception of the likelihood of these anticipated rewards. For example, employees might exert more effort if they are assured of a wage increase rather than just assuming they might receive one. The theory is built upon three fundamental components.

## **2.2 Empirical Review**

In this part, exertion has been made to look at and audit a portion of the connected examinations. Different articles are been written in the connected subjects.

Abawa and Obse (2024) researched on organizational culture and organizational performance: does job satisfaction mediate the relationship? The goal of the review, in this way, is to look at the impact of hierarchical culture on authoritative execution when the two factors are interceded by work fulfillment. At the Cooperative Bank of Oromia headquarters in Ethiopia, 204 respondents were interviewed using a straightforward random sampling method. The specialists utilized Underlying Condition Displaying (SEM) to examine the information and found a huge backhanded impact of hierarchical culture on hierarchical execution. The results of the direct aggregated effect analysis also showed that relationships with supervisors, physical working conditions, pay rate, and adaptability (from the cultural dimension) have a significant impact on the organization's performance. In light of the discoveries, chiefs are proposed to consider the aberrant impact of culture through work fulfillment while they decide.

Imonikhe (2024) examined organizational environment and the impact of cultural, social and personal factors on employee job satisfaction and performance. This study pointed toward researching authoritative climate and the effect of social, social, and individual variables of representative work fulfillment and concentrating on the connection between work fulfillment and execution in association while investigating the interrelationships of the predecessor's gatherings. The review affirms the double heading of association that comprises of a pattern of circumstances and logical results connection between work fulfillment and execution and explores the intervening variables. The review urges bosses and chiefs to ponder their unsaid strategy for dealing with laborers and investigating ways of utilizing unequivocal techniques and backing workplace that is more helpful and unprejudiced. The review underlines the significance of considering position fulfillment and execution relationship comprehensively by tending to the social, social, and individual issues to further develop representative execution.

Ariani (2023) studied on exploring relationship of job satisfaction, organizational culture, and employee performance in Small Medium Enterprise. The objective of this study was

to rethink the association between representative execution, organization culture, and occupation bliss utilizing 376 laborers that are utilized by different miniature, little, and medium-sized assembling organizations in Yogyakarta, Indonesia. The legitimacy and unwavering quality of the instrument were tried utilizing factor examination and Cronbach's alpha, separately. The relationship idea was scrutinized utilizing primary condition demonstrating. The consequences of this study uncovered that JS is a variable that isn't connected with the other three factors and doesn't impact either IRP or ERP. This investigation discovered that JS is connected with and affected by the authoritative culture (OC) embraced. This study reinforced the discoveries of past investigations that OC is one of the significant variables to further develop worker execution.

Premesti (2023) examined a study on the employee performance analysis: the role of organizational culture and job satisfaction. The purpose of this study is to investigate the impact of job satisfaction on employee performance and the existence of organizational culture. There were 30 employees in total in this study's population. Inspecting is done on all individuals from the populace that is utilized as an example, which is known as the immersed examining method. The quantity of 30 respondents who are representatives. The information assortment strategies is surveys and perception. The logical test apparatus utilized is SmartPLS 3.3.9 with the Incomplete Least Square technique. The R-Square value was used in this study. was 60.2%. It has been reasoned that in this study hierarchical culture has a positive impact and occupation fulfillment impacts representative execution.

Irfan, (2022) explored on The effect of perceived organizational support and organizational culture on job satisfaction. The reason for this study is to inspect the effect of corporate culture and saw support on worker fulfillment. The associative methods form the study's foundation. In Sidoarjo City, this investigation was carried out at an established private hospital. Unplanned examining was utilized to gather the review test. Because of a lack of time, just 48 workers were utilized as tests to accumulate information through short meetings and a poll. utilizing the SPSS version 26 application and multiple linear regression analyses to support the analysis. As per the review's discoveries, laborer joy is affected by apparent authoritative help. Specialist fulfillment is affected by hierarchical culture. Worker satisfaction is largely influenced by organizational culture and perceptions of support.

Mulang's (2022) study, the focus was on analyzing how organizational justice and work-life balance impact employee engagement and turnover intention. The research highlighted the challenges faced by managers and leaders in ensuring organizational survival, particularly in managing human resources effectively. Using multiple regression for analysis, the study revealed that employee engagement does not mediate the relationship between organizational justice, work-life balance, and turnover intention. Instead, the direct effects of organizational justice and work-life balance on turnover intention were found to be positively significant. The study concludes that turnover intention is influenced by organizational justice practices and the establishment of work-life balance, with employee engagement playing a crucial role as a mediator in this relationship.

Mali (2022) examined the study on the effects of organizational culture on job satisfaction and financial performance. The paper examines how financial success and job satisfaction are influenced by organizational culture. The review was directed in Serbian associations. 220 specialists partook in the review. There are statistically significant, strong, and favorable connections between the dimensions of organizational culture and the factors of job satisfaction and financial success. The authoritative culture aspect OC3 - Power Distance is the special case, with essentially unfriendly affiliations. The characteristics of Community inside the gathering, Execution Direction, Others conscious Direction, and Emphaticness make the greatest impacts. Contrasted with the components of monetary execution, the elements of hierarchical culture presciently affect the components of work fulfillment. Subsequently, hierarchical culture greaterly affects representative fulfillment, social collaborations, and individual sentiments than monetary execution, which is likewise impacted by various outside factors, including the condition of the market, the power and execution of the opposition, and purchaser requests and inclinations.

Nurlina (2022) studied on examining linkage between transactional leadership, organizational culture, commitment and compensation on work satisfaction and performance. The study's objective was to investigate the correlation between job satisfaction and transactional leadership, organizational culture, commitment, and compensation. With the assistance of a, the study was carried out at the Agricultural Quarantine Center for the South Sulawesi Region. populace of 193 respondents. Using

AMOS 18, the Structural Equation Model was used to analyze the questionnaire data. The outcomes found that conditional initiative straightforwardly affected worker work fulfillment. Hierarchical culture significantly affects worker work fulfillment. hierarchical responsibility fundamentally affects representative work fulfillment. Pay altogether affects worker work fulfillment. Conditional initiative straightforwardly altogether affects worker execution. Authoritative culture meaningfully affects worker execution. Authoritative responsibility significantly affects representative execution. Employee performance is significantly influenced by compensation. Work fulfillment has huge effects representative execution. Through job satisfaction, transactional leadership has a positive and significant impact on employee performance. By implication, hierarchical culture through work fulfillment affects representative execution. By implication, hierarchical responsibility through work fulfillment emphatically and fundamentally influences representative execution. Compensation indirectly influences employee performance in a positive and significant way through job satisfaction.

Novianti's (2021) study, the research focused on exploring how job autonomy influences turnover intention in the banking sector in Malang City. Using a quantitative approach, the study utilized online questionnaires with Likert scale responses ranging from 1 to 5. The findings indicated that job autonomy has a significant impact on job satisfaction, work-life balance, and turnover intention. Specifically, work-life balance was found to mediate the relationship between job autonomy and turnover intention. Interestingly, although job satisfaction was influenced by job autonomy, it did not significantly affect turnover intention in this context.

Sapta (2021) explained on the role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. This study aims to explain how job satisfaction, organizational culture, and technology at rural banks in Bali can motivate employees to perform better, particularly during a pandemic. A survey is conveyed web based utilizing Google Structure to a sum of 350 representatives; the information is gathered from an example of workers from provincial banks in Denpasar, Bali. The following requirements were required of respondents: a minimum of one year of work experience and a high school diploma or equivalent. With these models, 100 examples were acquired. The reliant variable is representative execution; the free factors are authoritative culture, innovation, and occupation

fulfillment; the interceding variable is work inspiration. This study employs Partial Least Squares and variance-based or component-based structural equation modeling. The review results show that hierarchical culture, work fulfillment, and innovation give inspiration and meaningfully affect representative execution. Be that as it may, hierarchical culture doesn't straightforwardly affect representative execution. The findings of the study can be used to develop business strategies to boost a bank's credibility by boosting employee performance in a competitive environment.

Setiawan (2020) examined how customer satisfaction contributes to trust-building in Indonesian banks through service quality and price fairness. Similarly, the study aimed to investigate the impact of service quality and price fairness on customer satisfaction and trust in the Indonesian airline industry. The research employed structural equation modeling (SEM) to analyze the data, revealing that service quality, price fairness, and customer satisfaction significantly enhance customer trust. Positive customer experiences, high service quality, and perceived fairness in pricing facilitate closer relationships with customers, fostering trust in airline companies.

Reidhead (2020) examined a study on impact of organizational culture on employee satisfaction: A case of Hilton hotel, United Kingdom. This study has zeroed in on analyzing the effect of authoritative culture on worker fulfillment in Inn Hilton, Joined Realm. The paper is composed based on optional information. The examination study is carried out using the qualitative research method, and the data are gathered by conducting a critical review of secondary sources of literature. The optional information is gathered from insightful articles and books. From the discoveries, it is uncovered that there is a huge effect of hierarchical culture on worker fulfillment. Employee contentment rises when an organization's management places a strong emphasis on cultivating a culture that is supportive of the workplace. An organization's competitive advantage is the contented workforce. The paper is based on a single case study because there wasn't enough time or money to write it. This might make the results of the research less applicable to other situations. Additionally, future investigations can be led for analyzing the significance of authoritative culture for other significant variables of the firm. The discoveries of this exploration paper ends up being much useful for directors of associations, as they can get to know that how fulfillment level of workers can be improved through zeroing in on authoritative culture. Creativity: Already, there was no review led for investigating the

significance of authoritative culture for improving representative fulfillment, and how it very well may be straightforwardly connected to the upper hand of the firm. Therefore, the purpose of this study is to investigate the impact of Hilton Hotel UK's organizational culture on employee satisfaction.

Kasbuntoro (2020) conducted research on work-life balance and job satisfaction among employees in banking companies in Jakarta. The study found that individual work-life balance reflects their personal life equilibrium and is crucial for enhancing job satisfaction. Many firms are adopting Work-Life Balance programs to retain quality and committed personnel needed to achieve targets. The research indicates a strong positive correlation (50.7%) between job satisfaction and work-life balance variables. Specifically, in the Jakarta banking industry, work-life balance significantly influences job satisfaction, supported by an F value of 6.499 and a significance value of 0.000. Increasing work-life balance is associated with higher levels of job satisfaction.

Kamau and Wanyoike (2019) investigated on corporate culture and organizational performance: A case of Mayfair casino, Nairobi city county, Kenya. The goal of the review was to get with the impact of corporate culture on the hierarchical execution of Mayfair Club in Nairobi City Province in Kenya. This was accomplished by checking out at the impacts of values, cooperation, worker contribution and initiative on the hierarchical execution of Mayfair Club. The study's independent variables were these four components, which were used as indicators of corporate culture. The reliant factors were adequacy, proficiency, efficiency and fulfillment which were utilized as marks of hierarchical execution. Both descriptive and explanatory research designs were used in the study. The data were analyzed using descriptive statistics, and then conclusions were reached. The study's population consisted of the 360 Mayfair Casino employees. A sample of 108 employees, or 30% of the population, was selected through stratified random sampling. Essential information was gathered by the utilization of organized surveys and meetings. According to the study's findings, Mayfair Casino's organizational performance is significantly impacted by employee satisfaction, productivity, and effectiveness. The review inferred that there exists major areas of strength for a relationship between corporate culture and hierarchical execution.

Korfiatis (2019) investigated job satisfaction and factors influencing employee turnover in high-contact service industries using employees' online reviews. The study employed multiple linear regression and path analysis to analyze the data. The findings indicated that leadership and organizational culture significantly predict higher job satisfaction levels. Additionally, career progression emerged as a crucial factor influencing employee turnover, with each unit increase in career progression rating reducing the likelihood of employees leaving by 14.87%.

Gautam (2018) conducted the research on Training Culture and Employees Performance in Nepali Banking Industry. This study plans to look at whether Nepali-banking area has laid out 29 preparation culture? If indeed, whether preparing has huge impact in execution? The descriptive and correlation research designs are used in this study. Organized survey with 5-point Likert scale is utilized to gather the data. The data are analyzed using the mean, standard deviation, correlation, and independent sample t-test. The conclusion was that Nepalese banks have developed a training culture. Preparing climate, preparing strategies, preparing reward linkage are the main considerations of preparing society influencing preparing fulfillment and worker execution. Workers are fulfilled through the abilities obtained from preparing. Orientation and the bank types have interceding job in preparing fulfillment and representative execution.

Alvi et al., (2017) evaluated the influence of organizational culture and employee satisfaction upon organizational performance. The banking community in Lahore (Pakistan) is the target population for the purpose of this study. For affirming the relationship, two speculations were proposed. Results demonstrate that worker work fulfillment and authoritative culture are two vital forerunners of hierarchical execution. Yet, worker work fulfillment is a superior indicator of hierarchical execution as contrast with hierarchical culture. Thus, the financial area of Pakistan should plan the great approaches about the consolidation of good arrangements for working fair and square of occupation fulfillment and authoritative culture which might cause the better degree of hierarchical execution. Information was accumulated through a planned poll. Complete 125 surveys were dispersed haphazardly. 105 surveys were completely filled and were utilized in the last examination.

Cheema and Abbas (2017) examined Organizational Culture Impact on Banking Performance in Presence of Organizational Commitment: A Case of Banking Sector of Pakistan. This study is a quest for execution assessment of the financial framework in Pakistan yet with a particular reference of hierarchical culture. What role does organizational commitment play in enhancing the performance-culture relationship, and how does organizational culture influence banking performance? Both essential and auxiliary type of information was utilized. 331 reactions were accumulated haphazardly from six Business Banks of twin urban areas (Islamabad and Rawalpindi: two urban communities in Pakistan) recorded at Karachi Stock Trade Pakistan. Essential information was gathered by drifting a survey containing 27 things in regards to hierarchical culture and authoritative responsibility. We can also conclude from the statistical results that organizational commitment has a positive impact on the relationship between cultural performances.

Jepkorir, Lagat and Ngeno (2017) examined the Effect of Organizational Culture on Job Performance in Small and medium enterprises in Kenya. The principal objective of the review was to survey the impact of hierarchical culture on representative execution in chose business banks in Kenya. The specific objectives were to ascertain the connection between the mission culture trait and job performance in Kenyan small and medium enterprises and the involvement culture trait, consistency culture, adaptability culture trait, and culture trait. 257 employees of various Eldoret town-based small and medium enterprises were the focus of the descriptive survey research design. Basic arbitrary examining strategy was likewise used to choose 156 representatives. Six administration respondents were likewise purposively chosen subsequently an example size of 162 respondents. Information gathered was summed up and introduced utilizing rates, means and standard deviation. SPSS 13 was used for the Analysis of Variance (ANOVA) procedure. In light of the discoveries, the review suggests that banks ought to enable representatives and support group directions, embrace mix, co-appointment, Authoritative learning, arrangement and fundamental beliefs and they ought to make skill advancement to advance worker execution. The concentrate additionally suggests that is exceptionally essential that the association adjusts consistency culture quality since this will assist the association with keeping up with important data subsequently advancing position execution.

Pandey (2017) examined on training-performance relationship: a study of Nepalese banking sector. In the Nepalese banking sector, the purpose of this study is to test the hypothesized connection between organizational performance and training. An approach to survey design was used. A random selection of ten small and medium enterprises was used to conduct the survey, which attracted 230 responses from a variety of banks. Responses were obtained through the use of Likert scale questions. Numerous relapse examination, ANOVA, and basic graphic measurements were utilized for information investigation. The study's findings confirmed that training has a significant impact on organizational results. However, the relationship between training and performance is moderated by factors such as company size, organizational structure, and technology.

Nikpour (2017) examined the impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. This study was distinct and correlational exploration that was led through the review 31 strategy. The review populace comprised of all workers in schooling office of Kerman region and 190 people were chosen as volume of test by utilizing Cochran's equation. Organizational performance, organizational culture, and organizational commitment questionnaires were the instruments used to collect data. Elucidating and inferential measurements were utilized to break down the information. The discoveries of the examination demonstrated that recommended model had suitable fit and authoritative culture past its immediate effect applied roundabout effect on hierarchical execution through the intercession of representative's hierarchical responsibility that the degree of aberrant effect was fundamentally higher than direct effect.

Ponnu (2015) investigated the influence of organizational culture on performance management in insurance industry. In view of an organized poll was created and disseminated and information are gathered from 100 workers at Zurich Protection Malaysia utilizing comfort testing methods. This study utilized five factors to gauge authoritative culture: versatile point of view, common, organization, hired soldier and divided culture. The outcomes showed that there is an affiliation or connection between hierarchical societies on execution the executives. The discoveries additionally showed that various sorts of authoritative culture have various degrees of acknowledgment of execution the executives. This implies that particular sort of hierarchical culture is

satisfactory and imparts to further develop execution. The findings demonstrate a positive and significant link between performance management and organizational cultures.

Pathak (2015) analyzed the level of job satisfaction among employees of small and medium enterprises along with the consideration of gender, age and experience differences. Four business banks were chosen involving purposive testing technique for the review. Further, 260 respondents were chosen arbitrarily from the four banks' administrative centers and branch workplaces situated in Kathmandu City. The changed Minnesota Fulfillment Survey (MSQ) was utilized to accumulate information about the gig fulfillment of respondents. The outcomes demonstrate that practically 66% of representatives are fulfilled or profoundly happy with their positions. 'Work correspondence culture' is the main variable of occupation fulfillment to the representatives of business banks in Nepal. Male and female employees do not differ significantly in terms of their level of job satisfaction. Nonetheless, there are massive contrasts in degree of occupation fulfillment among different age gatherings of workers.

Shahzad, Iqbal and Gulzar (2013) analyzed impact of organizational culture on employee's job performance: An Empirical Study of Software Houses in Pakistan. To find the impact of hierarchical culture on worker execution inside programming houses working in Pakistan. This is a review based research study. Essential and optional information were utilized in this review. Through a questionnaire and both formal and informal interviews, primary data were gathered. Client assistance, representative investment, reward framework, advancement and hazard taking and correspondence framework, are viewed as factors for this review. Descriptive statics, correlation, and regression analysis have been used because the sample size is 110. The overall findings indicate that, at some Pakistani software companies, organizational culture has a significant positive effect on employee job performance. The participation of employees is crucial to the achievement of organizational objectives.

Davoodalmousavi (2013) examined the correlation between organizational culture and job satisfaction of employees in biotechnology companies'. Parts of hierarchical culture incorporate social mission, continuation of culture, social variation and participatory culture. This study had useful reason and as far as execution and information assortment was illustrative - review. Individuals in the research group were employed by

biotechnology production companies. The enumeration sampling method was used because the statistical society was small. Research apparatuses incorporate Dennison surveys for authoritative culture, and occupation fulfillment. Information investigation was performed by utilizing SPSS programming. The outcomes exhibit that there was huge relationship between's authoritative culture and occupation fulfillment.

Majeed and Saleem (2012) examine the study the influence of four dimensions of corporate culture on employee’s organizational commitment in the banking sector of Pakistan. The hypothesis of the study is put to the test using correlation and regression analysis. The findings showed that organizational commitment is significantly and positively impacted by all four dimensions—teamwork, communication, reward and recognition, and training and development. The review shows that correspondence is claimed as a predominant component of corporate culture that is exceptionally related to employees’ hierarchical responsibility. The results of this study will help us learn more about how bank employees' organizational commitment is affected by corporate culture. It likewise involved a cross sectional overview technique from 250 associations in looking at the connection between hierarchical culture and execution. From his review association culture was an autonomous variable with development, authority, navigation and correspondence as its credits. The study found a weak but positive correlation between employee performance and organizational culture, with a correlation coefficient of 0.245 and a significance level of 0.05 (1-tailed test).

International article reviewed in this study are presented in Meta table also:

Author	Year	Title	Objectives	Method	Findings
Kharab sheh	2023	impact of digital HRM on employee performance through employee motivation	To investigate the effect of digital HRM practices on employee motivation and hence employee job performance	Regression and correlation analysis	The results show that digital training had significant effects on both employee motivation and job performance, digital performance appraisal had significant effects on employee motivation and performance appraisal, and employee motivation

					exerted a significant effect on job performance.
Berdic chia, Bracci and Masino	2023	disentangling the effect of perceived performance management system accuracy on intrinsic and extrinsic motivation	To explore the effects of performance management systems' perceived accuracy on employees' motivation.	the questionnaire of e distributed longitudinally over two measurement waves (T1 and T2)	The results revealed that perceived PMS accuracy is positively associated with both intrinsic and extrinsic motivation, and participation in decision-making and task uncertainty both positively moderate the relationship between perceived PMS accuracy and extrinsic motivation.
Kalogi annidis	2022	Impact of employee motivation on organizational performance. A scoping review paper for public sector	to review the different studies about employee motivation and its impact on organizational performance	Based on the Arksey and O'Malley framework	The review focused on how employee motivation, through its different aspects such as rewards & recognition, management styles, workplace environment, and employee characteristics, influences organizational performance
Ochola	2022	performance appraisal on employees' motivation in commercial banks of Sokoto state, Nigeria	To examine the influence of employee motivation on organizational performance	Using Hausman test and fixed effects approach	The study was informed to examine how motivating employees influence performance of organizations. The study employed document analysis as a method for gathering relevant information required by the study.
Achim	2021	The	to understand the	The	The financial side of

and Balan		importance of employee motivation to increase organizational performance	strategic importance of non-financial motivation in the management process	regression models are applied	motivation is widely preferred and known by both parts employer and employee, in the present study we shall insist and plead for the possibilities of application and the results of the efficient non-financial motivation plan to the internal climate and the lasting performance of the firm.
Lee and Raschke	2021	Understanding employee and organizational performance: Arguments for a set-theoretic approach	to articulate the progress that has been made in understanding employee motivation and organizational performance	Multiple regression analysis, structural equation modeling	In terms of combinations and configurations of a set of pertinent variables that researchers take a set-theoretic approach to complement existing conventional quantitative analysis. To advance current thinking, the study propose a set-theoretic approach to leverage employee motivation for organizational performance.
Ahamed	2021	employee motivation and its influence on the performance of the organization	To survive in this volatile and fierce market environment.	Regression analysis	Jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher Recognition. Not all individuals are the same, so each one should be motivated using different strategies.

Weerar atne	2018	impact of employees motivation on organizational effectiveness	to identify factors that employee motivation examining relationship between organizational effectiveness and employee motivation	the effects and the correlation.	The panel method with regression and correlation.	Empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance.
----------------	------	---	---	---	---	--

---

### 2.3 Research Gap

The disparity between the ebb and flow work and prior work is known as the examination hole. The experts in many connected fields exceptionally worth and utilize the prior research concentrates on finished by past researchers. The proposals and thoughts made by before researchers help to upgrade and extend the information on the important point. This study attempted to provide a fresh perspective on this topic in comparison to previous studies by providing some primary information from personal observations and perceptions. According to literature reviews on the subject, Nepalese small and medium enterprises are generally unaware of the connection between organizational culture and employee satisfaction, as well as its effects on job performance and financial success. The relationship between employee job satisfaction and culture was barely addressed in the other studies in this field. The relationship between association culture (Contribution, Correspondence, Collaboration and Preparing) and worker fulfillment has just been the subject of few investigations. This study means to decide the connection between worker work fulfillment and the association culture improvement in Nepalese associations. Based on a variety of literature reviews and people's direct responses, this study aims to link employee satisfaction and organizational culture.

## **CHAPTER-III**

### **RESEARCH METHODOLOGY**

This part portrays the idea of examination configuration, inspecting and information assortment and investigation methods.

#### **3.1 Research design**

The research designs of descriptive and correlation have been used. To depict the place of Corporate Culture factors (inclusion, collaboration, correspondence and preparing) of Nepalese business banks and Association Execution including workers' work fulfillment and responsibility, clear examination configuration has been taken on. In a similar vein, a correlation research design was used to investigate the connection between Nepalese Small and medium enterprises' Corporate Culture (motivation, involvement, teamwork, communication, training, and breaks or refreshment) and Organization Performance, including employee job satisfaction and commitment, and to accomplish the research objective.

Information have been gathered from small business by utilizing Accommodation testing. Information have been obtained from survey. Information have been gathered through the five point Likert Scale survey. In scaling of inquiries, '1' demonstrates emphatically differ and '5' shows firmly concur. The inquiries remembered for the poll have integrated the significant spaces/aspects of corporate culture like cooperation, correspondence, Inclusion and preparing as autonomous factors. Also, the inquiries have consolidated significant components of Association Execution, representatives Fulfillment and Responsibility. In order to distribute the questionnaires, permission from the bank's authority was obtained. Under the enlightening exploration plan, engaging insights has been utilized to introduce the positions. Correlation analysis has been used to investigate the relationship under the correlation research design. The gathered information have been placed into programming bundle for sociology (SPSS). The minimum, maximum, mean, and standard deviation have been calculated using descriptive statistics.

Under relationship examination, Karl Pearson's connection and relapse investigation have been utilized. Under inferential insights, free example t-test and investigation of change test have been utilized. Cronbach's alpha has been used to assess data reliability.

### **3.2 Population and sample**

The participants in the study are small medium enterprises' employees in the Kathmandu district. Among those representatives, just 410 respondents from the small medium enterprises association got the polls, and 400 of them returned them with the expected full responses, bringing about the usage of 400 examples.

### **3.3 Sources of data**

The major source of data for the research questions forms the basis of the study research. Primary data are first-hand observations made by the researcher in order to verify a hypothesis and subsequently serve as proof for claims made by the researcher. The researcher employed the questionnaire method to gather data in order to obtain primary data. A standardized questionnaire with a five-point Likert scale will be used to collect the data. The data are useful for generalization since this study used a descriptive methodology to examine the causal relationship between the study variables.

### **3.4 Data collection procedure**

Five point Likert Scale survey has been intended to get the essential information connected with corporate culture and association execution. In the survey, questionnaire were distributed to 410 respondent but only 400 response got right. Questionnaire were distributed through email, facebook and viber. The reactions acquired from the respondents have been utilized to test speculations. The information connected with Corporate Culture have been gathered by zeroing in on significant spaces Corporate Culture like representatives association culture, cooperation culture, correspondence culture and preparing society.

### **3.5 Data analysis tools and techniques**

Statistical Package for Social Science (SPSS) was used to analyze the collected data with the help of statistical tools. The mean, maximum, minimum, and standard deviation have been calculated using descriptive statistics. The mean has been calculated to show whether respondents seem to agree, disagree, or be neutral when asked about a particular statement.

Regression analysis and the Pearson correlation coefficient were used in the correlation analysis. The first hypothesis has been evaluated by calculating Pearson's "r." The degree of connection between organizational performance and corporate culture has been investigated using regression analysis.

Under the inferential measurements, investigation of difference test and t-test have been embraced. These tests are embraced to test the speculation. That is, to see the association execution in various gatherings old enough, orientation, level of schooling and length of business, these two tests have been made. Moreover, investigation of change test has been taken on to test the integrity of attack of relapse.

### **3.6 Research Framework**

A set of values, beliefs, assumptions, common understandings, leadership, involvement, communication, attitudes, behaviors, thinking, teamwork, training, and the norms and traditions of the people who work there are what shape organizational culture. Factors that can impact hierarchical culture include: the association's Correspondence, Cooperation, Preparing and Contribution by which work is done.



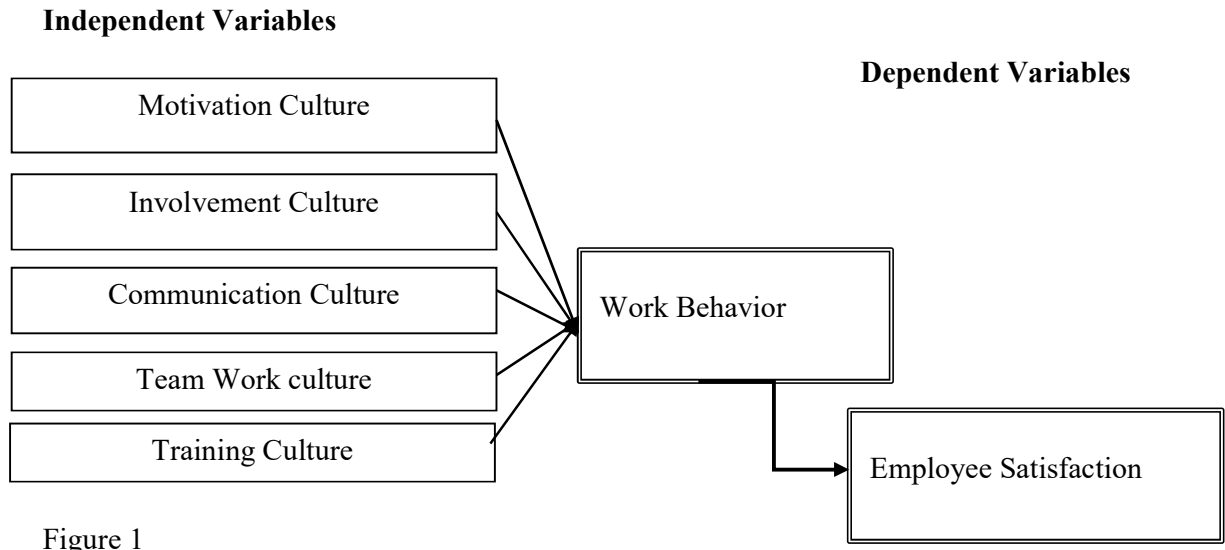


Figure 1

*Research Framework*

Source: Gautam (2018); Nurlina (2022)

**Independent Variable**

**a. Motivation Culture**

A decent organization culture that stresses the enthusiasm for representatives' accomplishments and causes them to feel upheld will likewise rouse them to perform. As a matter of fact, Office vibe saw that as up to 69%Opens in another tab of representatives have higher inspiration assuming that their endeavors are perceived at their work environment.

**b. Involvement Culture**

Boss marking has become progressively significant. Representatives are a ton like clients. Workers never again focus on excess in the single errand until retirement, and rather, they are bound to choose the business that possesses them and lines up with their enthusiasm and values. Sign hierarchical culture and worker contribution. Worker inclusion is the immediate consequence of a solid association culture. It connects with representatives' opinion on their general public and their positions. The more grounded the partnership's way of life, the more prominent representatives acknowledge what is expected of them and what they are really going after.

**c. Communications**

Hierarchical correspondence generally centers on building connections and interfacing with interior authoritative individuals. Communication within organizations is the primary focus of the conventional approach to organizational communication. The subsequent way is correspondence as design meaning associations are the outcome of the association of individuals inside them. There is more to communication than just sending and receiving messages. Your employees' understanding of their performance, value, and impact on the organization can also be affected by the intentionality of your organizational communication. Your team cannot comprehend the components of your company culture that you have created without strategic communication.

#### **d. Team Work Culture**

Making, improving, and praising collaboration is at the core of each and every effective association society. Collaboration is encouraged and tasks can be completed faster, better, and more effectively in a culture of cooperation that emphasizes teamwork over individual skills. Even though personalities that get along well make it easier to work together, the actual success or failure of working together is based on the system or culture in place. Groups need to understand what these assumptions are and what these characters and standards are. Those need to be built up and explained to all colleagues, and when an elite exhibition framework is set up, participation becomes frequently simpler.

#### **e. Training Culture**

The methodical approach to influencing individuals' attitudes, skills, and knowledge to increase their effectiveness as individuals, teams, and organizations. Preparing programs in associations give various advantages. For instance, associations gain through the superior execution and expanded efficiency that go with representative turn of events, while workers appreciate outward and inherent prizes related with ability advancement and execution improvement. Penetration, sustainability, and speed—how quickly the organization will realize the benefits for the entire target audience—are all measures of effectiveness. Penetration is the number of training participants who successfully apply the learning on the job. Sustainability is the length of time training participants continue to apply the learning on the job.

**Mediator Variable****Work Behavior**

Employee performance, attitudes, and actions in the workplace are all included in the category of work behavior. It covers how people approach their work, communicate with coworkers, react to management, and support the objectives of the company.

**Dependent Variable****Employee satisfaction**

The degree to which employees are satisfied with their jobs is known as employee satisfaction. According to Ramman (2011), it is a posture or sentimental response to the social conditions of the workplace as well as the responsibilities of the job. An exceptionally fulfilled worker is happier with the gig as well as the other way around, a disappointed individual has gloomy inclination about the gig. The internal or external manifestation that gives employees a sense of fulfillment or enjoyment in relation to their work is known as job satisfaction. When an employee states that he or she is satisfied with their position, this indicates that he or she enjoys and takes pride in it.

## CHAPTER – IV

### DATA PRESENTATION AND ANALYSIS

The results of the information examination are canvassed in this part. The information is examined involving the spellbinding measurements strategy to test the review's reason and find replies to the examination questions.

#### 4.1 Descriptive Analysis

The responding institutions' use of costing, budgeting, regulating, performance evaluation, and decision-making management accounting methods was rated. The rating ranged from one to five. Each inquiry on the five-point Likert scale has a code that demonstrates its reaction: 1 specifies "unequivocally deviate," 2 designates "dissent," 3 specifies "nonpartisan," 4 specifies "concur," and 5 designates "emphatically concur."

Table 1

*Descriptive Statistics of Motivation culture*

Particular	N	Min	Max	Mean	SD
Intrinsic motivation (internal drive) much important compared to extrinsic motivation	400	1.00	5.00	3.153	1.363
I think motivation affects performance, both personally and professionally	400	1.00	5.00	3.347	1.323
I found some activities or goals particularly motivating	400	1.00	5.00	3.281	1.336
I have experienced a significant shift in motivation levels	400	1.00	5.00	3.152	1.279
I use some strategies to enhance my motivation	400	1.00	5.00	3.355	1.326
Overall Mean and SD				3.257	1.325

*Source:* SPSS Output

Descriptive statistics for the motivation culture sub-factor as a whole and for each component are presented in Table 1. The factors are estimated utilizing five proclamations. Each respondent finished up a five-point Likert scale reaction structure. The overall mean of motivation is higher than 3, at 3.257, with a standard deviation of 1.325. This demonstrates how behavior intention can be achieved through effective motivational culture.

Table 2

*Descriptive Statistics of Involvement culture*

Particulars	N	Min.	Max.	Mean	SD
I can see how my work relates to the organization's objectives.	400	1.00	5.00	3.090	1.351
My Organization regularly participates in the decision-making process.	400	1.00	5.00	3.322	1.326
If I ever have a problem, I always ask my manager, and he or she is always happy to answer my questions.	400	1.00	5.00	3.282	1.355
The development of each employee's capabilities is a top priority for my organization.	400	1.00	5.00	3.157	1.287
Being a part of the group makes me feel proud.	400	1.00	5.00	3.285	1.367
Overall Mean and SD				3.227	1.337

*Source:* SPSS Output

Table 2 showcases engaging insights for every thing and the whole Contribution culture sub-factor. To gauge the factors, there are five articulations. Using a five-point Likert scale, each participant provided their responses. The total mean of involvement culture is higher than 3, at 3.227, with a standard deviation of 1.337. This shows that Work conduct might be favorable and advantageous while considering Inclusion culture.

Table 3

*Descriptive Statistics of Work behavior*

Particulars	N	Min	Max	Mean	SD
I intend to change working schedule in office	400	1.00	5.00	3.22	1.327
I intend to use computerized system and make work easier.	400	1.00	5.00	3.60	1.341
I intend to have working facilities to make feel comfortable.	400	1.00	5.00	3.47	1.416
I intend to increase use of the mobile banking systems in the future	400	1.00	5.00	3.17	1.223
I intend to learn more about customer behavior and relationship.	400	1.00	5.00	3.17	1.541
Overall Mean and SD				3.326	1.369

*Source:* SPSS Output

Table 3 presentations elucidating insights for work conduct in general and for explicit things. The factors are estimated utilizing five proclamations. Each respondent finished up a five-point Likert scale reaction structure. With a standard deviation of 1.369, the complete mean of work conduct is higher than 3. It is 3.326. This shows how the work behavior strategy can be used to get people to change their behavior.

Table 4

*Descriptive Statistics of Employee satisfaction*

Particulars	N	Min	Max	Mean	SD
I am satisfied with my training and development and I intend to stay in the organization	400	1.00	5.00	3.18	1.349
Level of employee satisfaction in our organization is high	400	1.00	5.00	3.35	1.321
My organization always meet the needs and satisfaction of customers on time	400	1.00	5.00	3.28	1.352
My organization has succeeded in creating value for employee satisfaction	400	1.00	5.00	3.17	1.286
I am encouraged to be innovative within my role	400	1.00	5.00	3.32	1.359
Overall Mean and SD				3.26	1.334

*Source:* SPSS Output

Distinct measurements for explicit Worker fulfillment things are shown in Table 4. The factors are estimated utilizing five proclamations. Each respondent finished up a five-point Likert scale reaction structure. The overall mean level of employee contentment is greater than 3, with a standard deviation of 1.334. This level is higher than 3. This shows the way that fulfillment could prompt satisfaction.

Table 5

*Descriptive Statistics of Communication culture*

Particular	N	Min	Max	Mean	SD
In my company, communication is a powerful tool for obtaining pertinent feedback and vital details for corrective action.	400	1.00	5.00	3.24	1.323
When necessary, communicating with other departments is extremely simple.	400	1.00	5.00	3.61	1.336
The managers and other employees create or exchange thoughts, ideas, emotions, and understanding.	400	1.00	5.00	3.49	1.407
One of my organization's biggest issues is communication obstacles.	400	1.00	5.00	3.17	1.215
The staff at my company receive frequent training in communication skills.	400	1.00	5.00	3.17	1.544
Overall Mean and SD				3.36	1.365

*Source:* SPSS Output

Table 5 provides a descriptive picture of the communication culture, also known as the work behavior component. The factors are estimated utilizing five proclamations. Each respondent finished up a five-point Likert scale reaction structure. The overall mean communication culture factor is greater than 3, at 3.36, with a standard deviation of 1.365. In relation to the culture of communication among employees, this demonstrates significant contentment and behavior.

Table 6

*Descriptive Statistics of Team work*

Particular	N	Min	Max	Mean	SD
Employees work together as a team in the organization	400	1.00	5.00	2.963	1.238
My colleagues are warm and sociable	400	1.00	5.00	2.957	1.324
At My Organization, decisions are made through consensus to ensure better performance	400	1.00	5.00	2.612	1.009
Other units or departments at organization always co-operate with each other when need assistance to ensure perform better	400	1.00	5.00	2.856	1.186
Work within My Organization is appointed around groups that ensure better performance	400	1.00	5.00	2.718	1.142
Overall Mean and SD				2.821	1.180

*Source:* SPSS Output

Table 6 displays the descriptive statistics for each component and the entire Team work subfactor. The factors are estimated utilizing five proclamations. Each respondent finished up a five-point Likert scale reaction structure. The total mean of teamwork is 2.821, not quite as high as 3, but still fairly close, with a standard deviation of 1.180. This shows that viable Collaboration was inadequate to achieve joy and sincere goals.

Table 7

*Descriptive Statistics of Training culture*

Particular	N	Min	Max	Mean	SD
There is training need assessment in regular basis in my organization	400	1.00	5.00	3.016	1.252
My organization gives feedback on performance before and after training	400	1.00	5.00	2.963	1.305
My organization uses appropriate training layout according to training purpose	400	1.00	4.00	2.489	0.886
My organization has the provision of evaluation of training program at the end of the training program	400	1.00	5.00	2.739	1.280
My organization provides different training environment for different trainings	400	1.00	5.00	2.596	1.117
Overall Mean and SD				2.761	1.168

*Source:* SPSS Output

Table 7 showcases graphic information for every part independently and for reliability generally. The factors are estimated utilizing five proclamations. Each respondent finished up a five-point Likert scale reaction structure. The all out mean of dependability, with a standard deviation of 1.168, is under 3. The user's contentment and intention are poor because of trustworthiness.

Table 8

*Descriptive Statistics of Dependent and Independent Variables*

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Communication culture	400	1.00	4.40	2.202	.554
Motivation	400	1.00	5.00	2.453	.597
Involvement culture	400	1.00	5.00	2.456	.724
Training culture	400	1.00	4.40	2.242	.559
Team work	400	2.20	4.60	3.326	.580
Satisfaction	400	1.00	4.20	2.397	.654
Work behavior	400	1.00	4.40	2.433	.683

*Source:* SPSS Output

Table 8 provides a descriptive illustration of the communication culture or work behavior factor. The five factors of behavior intention are used to measure the variables. On a five-point Likert scale, each element gave its overall score. This demonstrates good intentions for the employees' trustworthiness, motivation, usability, teamwork, and communication culture.

#### 4.1.1 Correlation Analysis

The results of a one-sample t-test were used to find out how respondents felt about the usefulness of behavior intention and how it affected communication culture. In this review, all out of four factors viz. The culture of involvement, teamwork, communication, and training were deemed to be the primary determinants of behavior intention's efficacy.

*Table 9*  
*Correlation Analysis*

Variables	Communication	Motivation	Involvement	Teamwork	Training	Behavior	Satisfaction
Communication culture	1						
Motivation culture	.494**	1					
Involvement culture	.273**	.525**	1				
Team work	.422**	0.067	0.022	1			
Training culture	.872**	.592**	.290**	0.021	1		
Work Behavior	.380**	.650**	.570**	0.018	.433**	1	
Satisfaction	.248**	.520**	.627**	1.377*	.277**	.667**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

*Source:* SPSS Output

In business banks, correspondence culture, inspiration, and ease of use are unequivocally associated with successful BI. Work behaviors have shown a strong negative correlation with trustworthiness at the 0.05 level of significance. Work behavior also has a strong positive correlation with communication culture, motivation culture, usability, and satisfaction at the 0.01 level of significance.

#### 4.1.2 Regression Analysis

Table 10

*Model Summary of Satisfaction*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736a	.541	.534	.46616

a. Predictors: (Constant), motivation, team work, work behavior, training culture, communication culture, involvement culture

The level of Work conduct fluctuation that can be represented by free factors is shown by the R2 esteem. R2 (coefficient of assurance) is 0.541, implying that sureness, utility, work conduct, dependability, correspondence culture, and contribution culture represent 54.10% of the variety in fulfillment.

Table 11

*ANOVA Table*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.723	6	16.787	77.251	.000b
	Residual	85.402	393	.217		
	Total	186.124	399			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), motivation, team work, training culture, work behavior, communication culture, involvement culture

The general outline and meaning of the free and subordinate factors are shown in the ANOVA table. That's what this table shows, at importance level 0.05 (P-worth of  $0.000 < 0.05$ ), the connection between the autonomous factors inspiration culture, cooperation, satisfaction, reliability, correspondence culture, and inclusion culture and the reliant variable Work conduct is genuinely critical.

Table 12

*Regression Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.564	.175		3.213	.001
Communication culture	.006	.087	.005	.072	.004
Motivation	.111	.060	.097	1.850	.050
Involvement culture	.329	.041	.349	8.087	.000
Work behavior	.456	.050	.436	9.027	.000
Team work	-.034	.040	-.029	-.834	.005
Training culture	-.091	.093	-.075	-.983	.003

a. Dependent Variable: Satisfaction

Source: SPSS Output

As far as the relapse coefficient's measurable importance, the t-esteem and comparing P-esteem are considered. For instance, for a, the t-esteem is 3.213 and the P-esteem is 0.01 or 1%. It exhibits the measurable meaning of processed " $\beta_0$ ." Team work and training culture adversely affect satisfaction; both have huge impacts at the 5% importance level, with coefficients of - 0.034 and - 0.091. Along these lines, satisfaction is decidedly altogether affected by communication culture and involvement.

Considering that the team work and training culture beta coefficients are - 0.029 and - 0.075, separately, an increment of one unit in these qualities will bring about a comparing fall of 0.834 and 0.983 units in work conduct. As per the normalized beta coefficient, expectation is generally impacted by fulfillment and effortlessness of purpose, then, at that point, inspiration. The unstandardized communication culture coefficient is 0.006, indicating that motivation influences work behavior positively. At the 5% degree of importance, the inspiration culture p-worth of (0.050), or 0.05, shows importance. As recommended by t insights 1.850, this proposes that inspiration culture fundamentally affects work conduct.

Likewise, inspiration's unstandardized coefficient of assurance is 0.111, demonstrating that cooperation well affects work conduct. The collaboration p-esteem is (0.005), which is critical at the 10% degree of importance yet under (0.05) at the 5% level. As

recommended by t insights 1.850, this proposes that inspiration culture fundamentally affects work conduct.

The inclusion culture unstandardized coefficient is 0.329, demonstrating a positive connection between contribution culture and work conduct. The p-value for this variable is (0.000), which is less than (0.05) at the 5% level of significance.

According to t statistics of 8.087, this indicates that there is a positive significant effect of involvement culture on work behavior. With a coefficient of 0.456, satisfaction is also significant at the 5% level of significance. Further, we likewise comprehend structure normalized coefficients, Collaboration make sense of lower impacts on consumer loyalty.

#### **4.5 Major Findings**

The consequences of the review depended on an example of 200 representatives who worked for different business small and medium enterprises. A questionnaire with five options and a Likert scale was used to collect the data. The subsequent information were assessed involving tests for most extreme, least, mean, standard deviation, relationship, relapse, t-test, and examination of change. Mean, greatest, least, and standard deviation were utilized in enlightening measurements to describe what is happening of contribution, correspondence, cooperation, and preparing society and association execution as well as representative inspiration and fulfillment. Relapse examination and the Pearson connection coefficient were utilized in the relationship examination. The primary speculation was scrutinized by working out Pearson's "r". Relapse examination was utilized to analyze the level of connection between corporate culture and saw association execution related factors. Under the inferential measurements, t-test and investigation of fluctuation test were made. The second hypothesis was tested using the T-test and the analysis of variance test. In addition, the regression's goodness of fit was evaluated using the analysis of variance test.

The review's discoveries depended on an example workers from various business banks. A survey with a five-choice Likert scale was utilized to gather the information. The tests for most extreme, least, mean, standard deviation, connection, relapse, t-test, and examination of fluctuation were utilized to inspect the produced information. Mean,

greatest, least, and standard deviation were utilized in elucidating measurements to depict the way of life of the association, worker inspiration, and fulfillment, as well as the circumstance of contribution, correspondence, collaboration, and preparing. The relationship examination utilized relapse investigation and the Pearson connection coefficient.

A solid hierarchical culture expands the workers' inspiration to following a common course to the association's objectives. Enhancing the performance of employees is very beneficial. It has been laid out that representative inspiration and gathering viability are especially significant in assisting workers with tolerating the association's qualities and convictions and work on its exhibition. The review took a gander at the association between representative inspiration and hierarchical culture (contribution, correspondence, collaboration, and preparing) in Nepal's business small and medium enterprises. There is a strong connection between training-related factors, employee involvement, and motivation. Because communication and teamwork have a negligible impact on employee motivation, it demonstrates that organizations should be cautious and focus on improving involvement and training-related cultural factors rather than communication and teamwork-related organizational factors. All things considered, an ANOVA examination tracked down areas of strength for a between hierarchical culture and representative inspiration.

As indicated by the review's investigation, there is a 50.7% decently good relationship between the contribution culture and fulfillment, which is like the discoveries of Kamau and Wanyoike (2019). Notwithstanding, considering how insecure the association is, correspondence and fulfillment just have a 8.1% connection. Consequently, teamwork and satisfaction were found to be linked in the study (Premesti, 2023). Through training and development, employees are motivated to improve their skills. Considering this, there is a 56.7% degree of association among fulfillment and preparing society, showing an exceptionally impressive affiliation that is likewise upheld by Nurlina (2022).

As per the survey for this review, contribution, collaboration, correspondence, and preparing affect the main considerations of worker satisfaction. As per the examination, correspondence, collaboration, preparing, and contribution are answerable for the 42.2% variety in fulfillment. Results from Nurlina (2022) were likewise measurably critical. The

investigation additionally discovered that the two most critical social factors that workers need are inclusion and expertise advancement. Employee satisfaction is most influenced by the training environment and culture of participation. Nonetheless, viable collaboration and correspondence are likewise central point, as expressed by Gautam (2018). The findings demonstrated that training is ingrained in Nepali small and medium enterprises' culture. Preparing climate, preparing techniques, and preparing reward association are the three critical parts of preparing society that influence preparing fulfillment and worker achievement. Worker fulfillment is a consequence of their preparation related abilities. Orientation and bank types capability as interceding factors between representative execution and preparing fulfillment.

## CHAPTER-V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This section is grouped in the three sub-heads like synopsis, end and suggestion. Rundown consolidates the information discoveries in a consistent and judicious manner to the trouble spot, research targets, research inquiries inside the system introduced in section 1, significance of speculations to foster hypothesis and whole works carried out by the scientist since starting as far as possible. End integrates the concise synopsis of significant discoveries, correlation of these discoveries with past explores and the rationales of scientist. That is, end is made in light of conversation. Suggestion part consolidates the significant purposes of this review to supervisors in presenting change without with nothing to do, arranging and choices making as well regarding the future scientists, who believe should do explore on same or related point.

#### 5.1 Summary

"Corporate Culture and Saw Association Execution in Nepalese Business Small and medium enterprises" is the subject of this review. The research was guided by these objectives: (i) To determine how well the organizational culture and job satisfaction of Nepalese small and medium enterprises are doing. In Nepalese business small and medium enterprises, it is vital to (ii) look at the association between authoritative culture and worker bliss. In Nepalese business small and medium enterprises, it is critical to (iii) look at the association between hierarchical culture and worker bliss. Out of the 21 business small and medium enterprises, information from 5 were obtained by means of accommodation examining. Information have been obtained from survey. Information have been gathered through the five point Likert Scale survey. In scaling of inquiries, '1' demonstrates emphatically differ and '5' shows firmly concur. For this reason, enlightening and second rate research configuration has embraced. Out of the all out populace, 5 business small and medium enterprises were taken as test utilizing Accommodation Examining Technique.

The example for concentrate on contained 400 respondents from small and medium enterprises. The information were acquired through five point Likert Scale survey. The information subsequently acquired were investigated utilizing greatest, least, mean, standard deviation, Cronbach's Alpha, relationship, relapse, t-test and examination of

change test. Under the graphic insights, mean, most extreme, least and standard deviation were utilized to depict what is going on of association, correspondence, cooperation and preparing society and association execution, representative's fulfillment and inspiration. Under the connection examination, Pearson relationship coefficient and relapse investigation were utilized. Pearson's 'r' was determined to test the primary speculation. Relapse examination was utilized to analyze the level of connection between corporate culture and saw association execution related factors. Under the inferential measurements, t-test and investigation of fluctuation test were made. The second hypothesis was tested using the T-test and the analysis of variance test. Also, examination of change test was made to test the integrity of spasm of relapse. In accordance with the arising industry issues, explanation of issues, research questions and exploration targets, the discoveries of this study were drawn. Female representatives are higher in number at Nepalese business small and medium enterprises than male workers are. The findings are more prevalent among employees with a bachelor's degree and between the ages of 25 and 40. The discoveries are more relevant in the representatives having experience of between two to five years in contrast with workers having experience of under two years or more five years. It was first figured out that there is normal composite mean of each sub factors lies between 3 to 4 scales. It shows that respondents are respectably happy with culture of plugs small and medium enterprises and saw association execution.

Since the p esteem is under 0.05, there is a positive critical relationship between's hierarchical exhibition, representative joy and inspiration, and qualities connected with corporate culture, like inclusion, correspondence, collaboration, and preparing. It suggests that there is a connection between changes in the factors of contribution and preparing of the Nepalese business tested small and medium enterprises and the exhibitions of the association, worker fulfillment, and representative inspiration. Since the p esteem is bigger than 0.05, there is no relationship between's authoritative achievement, representative fulfillment, worker inspiration, and qualities connected with corporate culture, like correspondence and collaboration. Hierarchical execution and contribution culture as well as preparing have areas of strength for a connection. In any case, there is an irrelevant converse relationship between collaboration culture and correspondence inside a business. Employee motivation and job satisfaction have both been the subject of similar investigations. It exhibits that worker commitment and preparing society assume a

critical part in helping hierarchical execution, representative inspiration, and occupation fulfillment.

## **5.2 Conclusion**

Hierarchical execution and contribution culture as well as preparing have areas of strength for a connection. In any case, there is an irrelevant converse relationship between collaboration culture and correspondence inside a business. Employee motivation and job satisfaction have both been the subject of similar investigations. It exhibits that representative commitment and preparing society assume a huge part in helping hierarchical execution, worker inspiration, and occupation fulfillment. It shows that angles associated with hierarchical culture are critical for improving Nepalese business small and medium enterprises' exhibition. The review's discoveries incorporate the way that business banks had association and preparing societies that administered how things were finished and that their laborers had similar point of view toward contribution and preparing related issues. The review reaches the further resolution that collaboration propensities and correspondence frameworks saw by laborers of business banks in Nepal while at work have not been decidedly deciphered for upgrade of execution.

The focal goal of this study was to survey the impact of association culture on representative's fulfillment. According to ANOVA examination, this constantly recommends plainly that all the while the informative factors including all free factors together for example are contribution, correspondence, cooperation and preparing society are essentially connected with the reliant variable i.e is worker's fulfillment. The P esteem is 0.000, which is lesser than alpha worth 0.05, these shows that autonomous variable in this model genuinely fundamentally foresee the reliant variable.

Among fulfillment and preparing society as well as inclusion culture, there is major areas of strength for a relationship. Be that as it may, there is little association among satisfaction and the way of life of correspondence and collaboration. As per a survey of the data assembled from bank laborers, preparing and contribution societies significantly affect work bliss. Along with training culture, the most important factor in determining an employee's level of job satisfaction is engagement culture. Clearly at whatever point a worker joins a task the main concern is in regards to the collaboration culture and

correspondence culture as not think about the significant element agreeable to them. Solid culture inside the association prompts raise the worker's inspiration towards accomplishing the objectives of the association with a typical way. Expanding the exhibition of the employees is extremely useful. It is create that representative's inspiration and gathering proficiency assumes extremely essential part to take on the worth and convictions of the association and upgrading the presentation of the association. The review analyzed the connection between hierarchical culture (contribution, correspondence, collaboration and preparing) and Representative Inspiration in business small and medium enterprises in Nepal. There is huge positive connection between Representative Inspiration and contribution as well as preparing related factors. It shows that association ought to cautious and improved to contribution and preparing related social elements to further develop Worker Inspiration in contrast with center correspondence and cooperation related association factors since correspondence and collaboration has not essentially impact to Representative Inspiration. Despite the fact that, there is critical connection between Worker Inspiration and association culture according to ANOVA examination. It shows that association culture related factors are significant for work on the Inspiration of Nepalese business small and medium enterprises. among different factors ,The review reason that business small and medium enterprises areas of strength for have and preparing society since inclusion and preparing are huge relationship with execution , fulfillment and inspiration whereas unimportant connection between contribution and preparing and execution , fulfillment and inspiration. It implies Nepalese business small and medium enterprises have frail preparation and cooperation culture to work on its apparent execution.

### **5.3 Recommendations**

The analyst has seen the ramifications of this review from the perspective of supervisors and future scientists. Consequently, the ramifications of this study have been isolated as administrative ramifications and future exploration suggestions.

In light of the discoveries, the review suggests that the administration on business small and medium enterprises ought to consider greater contribution and preparing society related elements to build execution and worker's fulfillment and inspiration for upgrade the its solidarity since there is huge connection between these factors. The executives on

business small and medium enterprises ought to improve and changed the cooperation and correspondence culture related elements to work on its exhibition and representative's fulfillment as well as inspiration since there is unimportant connection between these factors. The concentrate additionally suggests that is extremely vital that the association culture quality since this will assist the association with enhancing position execution. Consequently, the executives ought to concentration to construct the great corporate culture in the associations. Bank the board ought to definitely notice the work fulfillment levels of representatives and ought to form techniques to move the fulfillment levels from good to profoundly fulfilled Consequences of this study are useful in giving rules to the bank the executives in regards to how to further develop the presentation level of representatives by further developing different corporate culture determinants.

This study was led in just business small and medium enterprises. Presently future scientists can lead comparable or same examination in other monetary and non-monetary establishments as opposed to tested small and medium enterprises of this review. The questionnaire was used to collect the data that were used in the study. Employees' actual attitudes cannot be determined using a questionnaire. Thus, future specialists can direct meetings with administrators and representatives in order to acquire more precise and dependable information connected with work fulfillment and change availability of workers. Pilot review was not directed prior to dispersing surveys thus, future specialists can lead pilot concentrate prior to circulating the polls in order to limit expected mistakes and test speculations ahead of time to see their importance and work on the theories in the event that they are viewed as superfluous. Corporate culture was assumed to have a greater impact on perceptions of an organization's performance in this study. Future specialists can take other more persuasive factors like qualities and standards, strategy, methods, and so on.

## BIBLIOGRAPHY

- Acharya, H. (2017). *Organizational culture and corporate performance of Nepalese commercial banks*. Kathmandu: An Unpublished Master`s Degree Thesis, Submitted to Faculty of Management, Shanker Dev Campus, T.U.
- Adhikari, D. R., & Gautam, D. K. (2021). Employee's Commitment and Organizational Performance in Nepal- A typological framework. *SEBON Journal*, 1-17.
- Ahamad, Z. (1992). Job Satisfaction among Bank Employees in Eastern. *American International Journal of Social Science*, 2(1), 30-44.
- Ahmed, M., & Shafiq, S. (2014). The impact of organizational culture on organizational performance: A case study of telecom sector. *Global Journal of Management & Business Research*, 14(3), 21–30.
- Alkailani, M., Azzam, I., & Athamneh, A. (2012). Replicating Hofstede in Jordan: Ungeneralized, reevaluating the Jordanian culture. *International Business Research*, 5(4), 71-80.
- Allam, Z. (2007). A Study of Relationships of Job Burnout and Job Anxiety with job involvement among Bank. *Management and Labour Studies*, 32(1), 136-145.
- Allard, I. N. (2010). Examining the relationship between organizational culture and performance: *Moderators of culture gap*. USA: North-central University.
- Aluko, M. A. (2003). The Impact of Culture on Organizational Performance in selected Textile firms in Nigeria. *Nordic Journal of African Studies*, 2, 164–179.
- Alvi, A. H., Hanif, M., Adil, S. M., & Ahmed, R. R. (2017). Impact of Organizational Culture on Organizational Commitment and Job Satisfaction. *European Journal of Business and Management*, 6(27), 30-39.
- Amihud, Y., & Miller, G. (2010). Bank Mergers & Acquisitions. *Journal of community*, 11(1), 43-50.
- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative science quarterly*, 44(3), 1-14.
- Ariani, D. W. (2023). Exploring Relationship of Job Satisfaction, Organizational Culture, and Employee Performance in Small Medium Enterprise. *International Journal of Professional Business Review*, 8(2), e0876-e0876.
- Ashipaoloye, F. (2014). A Comparative analysis of the organisational culture and employee`s motivation of selected cities in Calabar zone: Basis for

- employee's motivation, leadership and innovative management. *Asia Pacific Journal of Multidisciplinary Research*, 2(5), 54-63.
- Baker, E. L. (1980). Managing organizational culture. *Journal of Management Review*, 7, 8-13.
- Barney, J. B. (1986). Organizational culture: can it be a source of sustained competitive advantage? *Academy of management review*, 11(3), 656-665. 78
- Bashir, U., & Ramay, M. (2010). Impact of Stress on employees Job Performance: A Study on Banking Sector of Pakistan. *International Journal of Marketing Studies*, 2(1), 122-126.
- Belias, D., Koustelios, A., Sdrollias, L., & Koutiva, M. (2023). The influence of Demographic Features on the Job Satisfaction of Greek Bank Employees. *International Journal of Human Resource Management and Research*, 3(4), 15- 28.
- Billingsley, B., & Cross, L. (1992). Predictors of commitment, job satisfaction, and intent to stay in teaching: A comparison of general and special educators. *International Journal of Business and Social Science*, 25(4), 453-472.
- Bushra, F., Usman, A., & Naveed, A. (2011). Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore (Pakistan). *International Journal of Business and Social Science*, 2(18), 61-67.
- Cascio, W. F. (2006). The economic impact of employee behaviors on organizational performance. *California Management Review*, 48(4), 41-59.
- Chan, L., Shaffer, M., & Snape, E. (2004). In search of sustained competitive advantage: The impact of organisational culture, competitive strategy and human resource management practices on firm performance. *International Journal of Human Resource Management*, 1, 17-35.
- Cheema, A. M., & Muzaffar, A. (2017). Organizational Culture Impact on Banking Performance in Presence of Organizational Commitment: A Case of Banking Sector of Pakistan. *International Journal of Applied Business and Economic Research*, 15(18), 67-83.
- Chen, C., Fosh, P., & Foster, D. (2008). Gender Differences in Perceptions of Organizational Cultures in the Banking Industry in Taiwan. *Journal of Industrial Relations*, 50(2), 139-156.

- Chowwen, C. (2013). Occupational stress among bank employees in South East, Nigeria. *Global Advanced Research Journal of Management and Business Studies*, 2(2), 144-119.
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160-169.
- Daft, R. L. (2000). *Organization theory and design Principles*. Tehran: Publications Office of Cultural Studies.
- Dangal, R. (2005). *Administrative culture in Nepal: Does it reflect the dominant socio-cultural values of Nepal?* University of Bergen. US: Department of Administration and organisation theory.
- Dasanayake, S. W., & Mahakalanda, I. (2008). A literature survey on organisational culture and innovation. *Global Business and Management Research*, 10(2), 539-550.
- Davis, S. (2007). *Bank Mergers: Lessons for the Future*. Virginia: Palgrave Macmillan Publication.
- Davoodalmousavi, M. S. (2013). The correlation between organizational culture and job satisfaction of employees in biotechnology production companies. *European Journal of Experimental Biology*, 3(5), 389-399.
- Deal, T., & Kennedy, A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Reading, Mass: Addison-Wesley Publishing Co.: New York.
- Dell, A., Detragiache, G., & Rajan, R. (2008). The real effects of banking crises. *Journal of Financial Intermediation*, 17(2), 89-112. Denison,
- Dennison, D. (1984). Bringing corporate culture to the bottom line. *Journal of Organizational Dynamics*, 2, 5-22.
- Doughty, J., May, B., Butell, S., & Tong, V. (2002). Work environment: A profile of the social climate of nursing faculty in an academic setting. *Nursing Educ. Perspectives*, 23(4), 191-196.
- Pandey, D. L. (2017). Training-performance relationship: A Study of Nepalese Banking Sector. *The Saptagandaki Journal*, VIII, 31-39.
- Ehtesham, M., Muhammad, T. M., & Muhammad, S. A. (2011). Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan. *Journal of Competitiveness*, 4(4), 78-86.
- Gautam, P. K. (2018). Training Culture and Employees Performance in Nepali Banking Industry. *The International Research Journal of Management Science*, 1, 64- 80.

- Grusky, O. (1966). *Career mobility and organizational commitment* (Vol. II). New York: John Wiley & Sons.
- Hackman, J., & Oldman, G. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60(1), 159-170.
- Hanif, M. (2008). A Comparative Analysis of Different Pakistani Commercial Banks. 9th National Research Conference at SZABIST, *Islamabad Munich Personal RePEc Archive*, (pp. 45-48). Islamabad.
- Hefferman, F., & Flood, T. (2000). *Organization Theory: structure, design and applications*. New Jersey: Prentice Hall Inc.
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values* (5). New York: John Wiley & Sons.
- Irfan, M., & Al Hakim, Y. R. (2022). The Effect of Perceived Organizational Support and Organizational Culture on Job Satisfaction. *International Journal of Service Science, Management, Engineering, and Technology*, 2(2), 25-30.
- Jepkorir, E., Lagat, C., & Ngeno, V. (2017). Effect of Organizational Culture on Job Performance In Commercial Banks In Kenya. *International Journal of Economics, Commerce and Management (IJEEM; ISSN 2348-0386)*, (8), 634-650.
- Kamau, P., & Wanyoike, R. (2019). Corporate culture and organizational performance: A case of Mayfair casino, Nairobi city county, Kenya. *Global Journal of Commerce and Management Perspective*, 8(1), 10-18.
- Kennerly, S. (1989). Leadership behavior and organizational characteristics: implications for faculty satisfaction. *Journal of Nursing Education*, 28(2), 198– 202.
- Khadka, K. A. (2013). *Corporate culture and organizational performance*. Kathmandu: An Unpublished Master`s Degree Thesis, Submitted to Faculty of Management,Shanker Dev Campus,T.U.
- Khan, M. R., Ziauddin, J. F., & Ramay, M. I. (2010). The impacts of organizational commitment on employee job performance. *European Journal of Social Sciences*, 3, 292-298.
- Kotter, J., & Heskett, J. (1992). *Corporate culture and performance*. New York, Free Press.
- Koustelios, A., & Kousteliou, I. (1998). *Relations among measures of job satisfaction, role conflict, and role ambiguity for a sample of Greek teachers*. Greek: Psychological Reports.

- Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *The Journal of Management Development*, 23(4), 321-338.
- Majeed, S., Saleem, H. M., Saleem, S., Aziz, T., & Usman, M. (2012). The Influence of Corporate Culture on Organizational Commitment of Pakistani Banks an Empirical Study. Publisher: *Asian Economic and Social Society*, 2(8), 1370- 1377.
- Mallik, V., & Mallik, P. (1988). Job involvement vis-à-vis job satisfaction of bank employees: A case study. *Management Accountant*, 33(3), 365-368.
- Mali, P., Kuzmanović, B., Mitić, S., Terek-Stojanović, E., & Nikolić, M. (2022). The effects of organizational culture on job satisfaction and financial performance. *Journal of Engineering Management and Competitiveness (JEMC)*, 12(1), 44-56.
- Manetje, O., & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, 13(1), 87-111.
- Maseko, S. (2017). Strong vs. weak organisational culture: Assessing the impact on employee motivation. *Arabian Business Management Review*, 7(7), 287-297.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.
- Moody, N. (1996). Nurse faculty job satisfaction: a national survey. *Journal of Professional Nursing*, 12(1), 277–288.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6(6), 65-72 .
- Noureen, R., & Abbas, M. (2017). Can Employee Turnover Intentions Be Averted? Evaluation of Role of Job Satisfaction on the Relationship of Leader Member Exchange Dimensions and Employee Turnover Intentions. *Journal of Engineering and Applied Sciences*, 8, 2238-2247.
- Nurlina, N. (2022). Transactional Leadership, Organizational Culture, Commitment and Compensation on Work Satisfaction and Performance. *Golden Ratio of Human Resource Management*, 2(2), 108-122.

- Onyango, W. (2014). Effects of organisation culture on change management: A case of the Vocational Training Centre for the Blind and Deaf Sikri. *European Journal of Business and Management*, 6(34), 204-214.
- Owoyemi, O. O., & Ekwoaba, J. (2013). Organisational culture: A tool for management to control, motivate and enhance employees' performance. *American Journal of Business and Management*, 3(3), 168-177.
- Pathak, H. P. (2015). Job Satisfaction of Employees in Commercial Banks. *The Journal of Nepalese Business Studies*, IX(1), 63-76.
- Pandey, D. L. (2017). Training-performance relationship: A study of Nepalese banking sector. *Saptagandaki Journal*, 8, 31-41.
- Pettigrew, A. (1979). On studying organizational cultures. *Administrative Science Quarterly*, 24(4), 570-581.
- Philip, G., & McKeown, I. (2004). Business transformation and organisational culture: The role of competency, IS and TQM. *European Management Journal*, 22(6), 624-636.
- Ponnu, D. A. (2015). The Influences of Organizational Culture on Performance Management. *International Journal of Accounting & Business Management*, 3(1), 128-137.
- Premesti, A. D., & Yuniningsih, Y. (2023). The Employee Performance Analysis: The Role of Organizational Culture and Job Satisfaction. *Golden Ratio of Human Resource Management*, 3(1), 14-22.
- Ramman, M. (2011). Factors Affecting Job Satisfaction of the Employees in Travel and Tourism Companies in Amman. *International Bulletin of Business Administration*, XI(5), 348-355.
- Reidhead, C. (2020). Impact of organizational culture on employee satisfaction: A case of Hilton hotel, United Kingdom. *Journal of Economics and Business*, 3(1).
- Ricardo, R. (2001). Training of teams in the workplace. *S.A.M Advanced Management Journal*, 62(2), 4-14.
- Robbins, S., & Judge, R. (2001). *Organisational behaviour: Concepts, controversies, applications* (Vol. 6). New Jersey: Prentice-Hall.
- Sapta, I., Muafi, M., & Setini, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. *The Journal of Asian Finance, Economics and Business*, 8(1), 495-505.
- Schein, E. (1985). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.

- Schein, E. (1999). *The corporate culture survival guide: Sense and nonsense about culture change*. San Francisco: Jossey-Bass Pvt. Ltd.
- Schlechter, A. F. (2001). Achieve performance excellence by practicing leadership effectively. *Journal of Management today*, 3, 42-45.
- Shafiq, A. (2014). The impact of organizational culture on organizational performance: A case study of telecom sector. *Global Journal of Management and Business Research: Administration and Management*, 14(3), 20-30.
- Shahzad, F., Iqbal, Z., & Gulzar, M. (2013). Impact of Organizational Culture on Employees Job Performance: An Empirical Study of Software Houses in Pakistan. *Journal of Business Studies Quarterly*, 2, 56-64.
- Shahzad, F., Iqbal, Z., & Gulzar, M. (2013). Impact of organisational culture on employees' job performance: An empirical study of software houses in Pakistan. *Journal of Business Studies Quarterly*, 5(2), 56-64.
- Shrestha, K. (2015). *Corporate culture and firm performance of Nepalese commercial banks*. Kathmandu: An Unpublished Master's Degree Thesis, Submitted to Faculty of Management, Shanker Dev Campus, T.U.
- Singh, J., & Kaur, G. (2009). Determinants of Job Satisfaction in Select Indian Universal Banks-An Empirical Study. *Asia Pacific Business Review*, 5(4), 43- 55.
- Singh, P., & Das, G. S. (1978). Organizational culture and its impact on commitment to work. *Indian Journal of Industrial Relations*, 15(4), 511-524.
- Sowmya, K., & Panchanatham, N. (2011). Factors influencing job satisfaction of banking sector employees in Chennai. *Journal of Law and Conflict Resolution*, 3(5), 76-79.
- Titiev, M. (1959). i. New York: Henry Holt & Company.
- Walther, J. (1988). Communication satisfaction in the Bank: An Audit Evaluation. *Journal of Business Communication*, 25(3), 79-86.
- Widyaningrum, M. E. (2012). Effects of Organizational Culture and Ability on Organizational Commitment and Performance in Ibnu Sina Hospital Gresik. *Academic Research International*, 2(1), 349-355.
- Yildiz, E. (2019). A Study on the relationship between organisational culture and organisational performance and a model suggestion. *International Journal of Research in Business and Social Science*, 3(4), 103-110.
- Zain, Z. M., Ishak, R., & Ghani, E. K. (2009). The Influence of Corporate Culture on Organisational Commitment: A Study on a Malaysian Listed Company. *European Journal of Economics, Finance and Administrative Sciences*, 6(17), 16-26.

Zakaria, Y. (1997). *The Cultural Context of Business*. Nigerian: Jossey-Bass.

Zang, X., & Li, B. (2013). Organizational culture and Employee satisfaction: An exploratory study. *International Journal of Trade, Economics and Finance*, 4(1), 1-7.



## Section B: Information on Culture and Perceived Organization Performance

(Please assess each statement given below between 1 to 5 scales: 1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= strongly agree)

### Appendix II

Code	Motivation Culture	1	2	3	4	5
MC1	Intrinsic motivation (internal drive) much important compared to extrinsic motivation					
MC2	I think motivation affects performance, both personally and professionally					
MC3	I found some activities or goals particularly motivating					
MC4	I have experienced a significant shift in motivation levels					
MC5	I use some strategies to enhance my motivation					

Code	Involvement Culture	1	2	3	4	5
IC1	I can see how my work relates to the organization's objectives.					
IC2	My Organization regularly participates in the decision-making process.					
IC3	If I ever have a problem, I always ask my manager, and he or she is always happy to answer my questions.					
IC4	The development of each employee's capabilities is a top priority for my organization.					
IC5	Being a part of the group makes me feel proud.					

Code	Communication Culture	1	2	3	4	5
CC1	In my company, communication is a powerful tool for obtaining pertinent feedback and vital details for corrective action.					
CC2	When necessary, communicating with other departments is extremely simple.					
CC3	The managers and other employees create or exchange thoughts, ideas, emotions, and understanding.					
CC4	One of my organization's biggest issues is communication obstacles.					
CC5	The staff at my company receive frequent training in communication skills.					

Code	Team Work Culture	1	2	3	4	5
TWC1	Employees work together as a team in the organization					
TWC2	My colleagues are warm and sociable					
TWC3	At My Organization, decisions are made through consensus to ensure better performance					
TWC4	Other units or departments at organization always co-operate with each other when need assistance to ensure perform better					
TWC5	Work within My Organization is appointed around groups that ensure better performance					

Code	Training Culture	1	2	3	4	5
TC1	There is training need assessment in regular basis in my organization					
TC2	My organization gives feedback on performance before and after training					
TC3	My organization uses appropriate training layout according to training purpose					
TC4	My organization has the provision of evaluation of training program at the end of the training program					
TC5	My organization provides different training environment for different trainings					

Code	Work Behavior	1	2	3	4	5
ES1	I intend to change working schedule in office					
ES2	I intend to use computerized system and make work easier.					
ES3	I intend to have working facilities to make feel comfortable.					
ES4	I intend to increase use of the mobile banking systems in the future					
ES5	I intend to learn more about customer behavior and relationship.					

Code	Employee Satisfaction	1	2	3	4	5
ES1	I am satisfied with my training and development and I intend to stay in the organization					
ES2	Level of employee satisfaction in our organization is high					
ES3	My organization always meet the needs and satisfaction of customers on time					
ES4	My organization has succeeded in creating value for employee satisfaction					
ES5	I am encouraged to be innovative within my role					

**THANKYOU FOR PROVIDING YOUR PRECIOUS TIME TO FILL THIS  
QUESTIONNAIRE!!**

**Section C (Optional): Recommendation for the Study**

Do you have any suggestions regarding the improvement of existing corporate culture in your bank? Please specify.

1.....  
.....  
.....

2.....  
.....  
.....

**HAVE A GOOD TIME**

# EXPLORING ORGANIZATION CULTURE AND EMPLOYEE SAT...

By: Sanam Maharjan

As of: Jul 4, 2024 2:39:28 PM  
15,284 words - 134 matches - 5 sources

Similarity Index

17%

Mode: Summary Report ▼

**sources:**

1,889 words / 12% - Internet from 14-Jan-2023 12:00AM  
[elibrary.tucl.edu.np](http://elibrary.tucl.edu.np)

538 words / 3% - from 25-Jun-2024 12:00AM  
[elibrary.tucl.edu.np](http://elibrary.tucl.edu.np)

123 words / 1% - Internet from 08-Dec-2022 12:00AM  
[www.researchgate.net](http://www.researchgate.net)

87 words / 1% - Internet from 09-Nov-2020 12:00AM  
[www.asianinstituteofresearch.org](http://www.asianinstituteofresearch.org)

85 words / 1% - from 26-Apr-2023 12:00AM  
[www.scilit.net](http://www.scilit.net)

**paper text:**

CHAPTER-I INTRODUCTION 1.1 Background of the Study According to Yildiz (2019),

**culture can be defined as a combination of values, beliefs** , communication, **and** behavior **simplification that** provides people with **direction**

. Organizations across a great many areas, including energy, banking, and gadgets, have needed to battle with progressively convoluted and moving business conditions because of liberation, the innovation transformation, worldwide rivalry, and unpredictable business sectors. The formation of a specific hierarchical culture is crucial for the progress of these associations. (Reidhead, 2020). Hierarchical culture is characterized as the arrangement of shared, underestimated implied suspicions

**that a** gathering **holds and that** decides **how it** sees, contemplates, **and** responds **to its** different surroundings ( **Zang** and **Li**

, 2021). In the 1980s, the idea of corporate culture began to gain traction. Corporate culture has gotten a lot of consideration over the most recent twenty years because of its impacts and possible effect on hierarchical achievement. Kamau and Wanyoike (2019) made sense of how social convictions and methods of reasoning impact how people act in the work environment to increment achievement. Organizational behavior has paid a lot of attention to corporate culture. Cultural factors

**effectively promote or inhibit cooperation** , the **exchange of knowledge, experience, and ideas**