WORKING ENVIRONMENT AND JOB SATISFACTION OF COMMERCIAL BANKING EMPLOYEES IN NEPAL

A Dissertation Proposal submitted to the Office of the Dean, faculty of management in partial fulfillment of requirement for the Master's Degree

By

Krishma Thapa

Campus Roll No: 734/074

Exam Symbol No: 5661/18

T.U. Reg. No: 7-2-0527-0009-2013

Shanker Dev Campus

Kathmandu

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled "**WORKING ENVIRONMENT AND JOB SATISFACTION OF COMMERCIAL BANKING EMPLOYEES IN NEPAL**". The work of this dissertation has not been submitted previously for the purpose of conferral of any degree nor has it been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declared that all information sources and literature used are cited in the reference section of the dissertation.

Krishma Thapa
March 2024

REPORT OF RESEARCH COMMITTEE

Mrs. Krishma Thapa has defended research proposal entitled "**WORKING ENVIRONMENT AND JOB SATISFACTION OF COMMERCIAL BANKING EMPLOYEES IN NEPAL**", successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Lecture Prof. Dr. Keshav Raj Joshi and submit the thesis for evaluation and viva voce examination.

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Prof. Dr. Keshav Raj Joshi

(Supervisor)

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Dissertation Proposal Defended Date

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Dissertation Submitted Date

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Asso. Prof. Dr. Sajeeb Kumar Shrestha

Head of Research Committee

…….

Dissertation Viva Voce Date

APPROVAL SHEET

We have examined the dissertation entitled "**WORKING ENVIRONMENT AND JOB SATISFACTION OF COMMERCIAL BANKING EMPLOYEES IN NEPAL**" presented by Mrs. Krishma Thapa for the degree of Masters of Business Studies. We hereby certify that the dissertation is acceptable for the award of degree.

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Prof. Dr. Keshav Raj Joshi

Dissertation Supervisor

……..

Internal Examiner

…….

Internal Expert

……

External Examiner

……

Asso. Prof. Dr. Sajeeb Kumar Shrestha

Chairperson, Research Committee

…….

Asso. Prof. Dr. Krishna Prasad

Acharya Campus Chief

March 2024

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Any remaining errors are mine.

Krishma Thapa

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ABBREVIATIONS

ANOVA	:	Analysis of Variance
EBL	:	Everest Bank Limited
FEW	:	Financial Working Environment
JB	:	Job Satisfaction
KBL	:	Kumari Bank Limited
MBS	:	Master in Business Studies
N	:	Number
NBL	:	Nepal Bank Limited
PWE	:	Physical Working Environment
SWE	:	Social Working Environment
SD	:	Standard Deviation
SEWE	:	Secured Working Environment
SPSS	:	Statistical Package for the Social Sciences
TU	:	Tribhuwan University

ABSTRACT

The objectives of study are to analyze the relationship between Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction in Nepalese Commercial Banks and to examine the impact of Physical Working Environment, Social Working Environment, Secured Working Environment, and Financial Working Environment to the Job Satisfaction in Nepalese Commercial Banks. The findings of this study hold significant practical implications for managerial decision-making and human resource management practices within Nepalese commercial banks. By identifying the key determinants of job satisfaction and understanding their impact on employee motivation and retention, bank management can develop targeted interventions and strategies to enhance the working environment and promote job satisfaction among employees. The research article are collected from the google scholars and research article reviewed in both international and national context. The research design is casual comparative research design. The independent variables of the research are physical working environment, social working environment, secured working environment, financial working environment and dependent variable is job satisfaction all variables. The total number of respondent are 441 employee of the different three commercial bank. They are Nepal Bank Limited, Kumari bank Limited and Everest bank Limited. Correlation and multiple regression analysis is conducted. The result of the research is that the Physical Working Environment, Social Working Environment, Secured Working Environment and Financial Working Environment positive and significant relationship to the Job Satisfaction in the commercial bank in Nepal. The impact of Physical Working Environment, Social Working Environment, and Secured Working Environment to the job satisfaction is significant. The impact of Financial Working Environment to the job satisfaction is not significant and negative.

Keywords: *Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction*

CHAPTER –I

INTRODUCTION

1.1 Background of the Study

Job satisfaction among employees is a crucial aspect of organizational success and productivity. When employees are satisfied with their jobs, they tend to be more engaged, motivated, and committed to their work. This ultimately leads to higher levels of performance and better outcomes for the organization as a whole. Several factors contribute to job satisfaction. One of the primary factors is the financial working environment, including aspects such as workplace culture, relationships with colleagues and supervisors, and opportunities for professional growth and development. A positive financial working environment fosters a sense of belonging and support, which can significantly impact employees' overall satisfaction with their jobs (Raziq & Maulabakhsh, 2015). The nature of the work itself plays a vital role in determining job satisfaction. Employees who find their work meaningful, challenging, and aligned with their skills and interests are more likely to experience higher levels of satisfaction. Providing employees with autonomy, responsibility, and opportunities to make meaningful contributions to their work can further enhance job satisfaction. The factors such as physical working environment, benefits, and work-life balance also influence job satisfaction. While competitive physical working environment and benefits are essential for meeting employees' basic needs and motivating them to perform well, maintaining a healthy work-life balance is equally important in ensuring employees' overall well-being and satisfaction (Labrague et al., 2022). Organizations that prioritize and invest in fostering job satisfaction among their employees stand to benefit from higher levels of employee engagement, lower turnover rates, and increased productivity. By creating a supportive financial working environment, offering meaningful work experiences, and addressing employees' needs and concerns, organizations can cultivate a workforce that is not only satisfied but also motivated and committed to achieving shared goals (Raziq & Maulabakhsh, 2015).

The working environment encompasses the physical, social, and cultural conditions in which employees carry out their tasks. A positive working environment is essential for fostering productivity, creativity, and employee well-being.

The physical working environment is a critical factor in shaping employees' experiences and overall job satisfaction. A well-designed and conducive physical workspace can enhance productivity, creativity, and well-being among employees. Factors such as lighting, temperature, noise levels, and ergonomic considerations play key roles in creating an environment where employees can thrive. The adequate lighting is essential for maintaining a comfortable and productive workspace. Natural light is preferred where possible, as it has been shown to boost mood and energy levels. Additionally, appropriate artificial lighting should be provided to ensure that work areas are well-lit and free from glare, reducing eye strain and fatigue. Temperature control is another important aspect of the physical working environment (Asghar et al., 2024). Employees are more likely to feel comfortable and focused when the temperature is set at a moderate level. Proper ventilation and air quality also contribute to a healthier and more pleasant financial working environment. Managing noise levels is crucial, especially in open-plan offices where distractions can impact concentration and productivity (Chowdhury, 2023). Implementing sound-absorbing materials, creating designated quiet areas, or providing noise-canceling headphones can help mitigate the effects of excessive noise. Ergonomic considerations are essential for preventing musculoskeletal issues and promoting overall well-being. Providing adjustable desks and chairs, ergonomic keyboards and mice, and proper workstation setups can help employees maintain good posture and reduce the risk of discomfort or injury (Fadhli, Komardi & Putra, 2022).

Creating a social working environment that fosters job satisfaction is essential for the well-being and productivity of employees. This environment is characterized by open communication channels where employees feel comfortable expressing their thoughts and ideas without fear of judgment. Team-building activities and collaborative projects promote camaraderie and trust among coworkers, leading to stronger relationships and a sense of belonging within the organization. Supportive social working environment that offers guidance, recognition, and appreciation further enhances employee satisfaction. By promoting work-life balance, celebrating successes, and creating a positive physical workspace, companies can cultivate a culture where employees feel valued, motivated, and fulfilled in their roles (Zarnuji, 2023).

Establishing a secured working environment is crucial for ensuring job satisfaction among employees. This environment encompasses various elements aimed at providing a sense of safety, stability, and confidence in the workplace. Implementing robust security measures, both physical and digital, helps protect employees, assets, and sensitive information, fostering a sense of security. Additionally, clear policies and procedures related to safety protocols, emergency preparedness, and risk management reassure employees and empower them to navigate potential threats effectively (Asghar et al., 2024). Regular training sessions on security best practices and incident response further equip employees with the knowledge and skills needed to mitigate risks and handle challenging situations. By prioritizing security and instilling a culture of vigilance and preparedness, organizations can create a financial working environment where employees feel safe, valued, and motivated to contribute to their fullest potential (Fadhli, Komardi & Putra, 2022).

Establishing a financial working environment conducive to job satisfaction involves several key components aimed at providing employees with stability, fair physical working environment, and opportunities for growth. Fair and competitive physical working environment packages that align with industry standards and recognize employees' contributions are essential for ensuring financial satisfaction. Additionally, transparent policies and practices related to salary, bonuses, and benefits build trust and confidence among employees (Asghar et al., 2024). Opportunities for financial advancement, such as performance-based bonuses, merit increases, and career development programs, motivate employees to excel and contribute positively to the organization. Clear pathways for career progression and promotion encourage employees to invest in their professional growth and long-term success within the company. Financial stability within the organization, demonstrated through responsible financial management, sustainable growth strategies, and a strong financial position, instills confidence and security among employees (Suriadi et al., 2023). This includes timely payment of salaries, adherence to budgetary constraints, and transparent communication about the company's financial health. Providing financial wellness programs, such as retirement savings plans, financial counseling, and access to affordable healthcare benefits, demonstrates a commitment to supporting employees' overall well-being and financial security (Zarnuji, 2023).

In Nepal banking industries are the big industries among the different industries. The employee of the commercial bank are required to know the employee of their required to know the satisfaction level. The research is conducted on the satisfaction of the employees.

1.2 Problem Statement

The Nepalese banking sector serves as a pivotal component of the nation's economic infrastructure, playing a crucial role in financial intermediation, investment facilitation, and economic development. However, amidst the dynamic landscape of the banking industry, the job satisfaction of employees within Nepalese commercial banks has emerged as a pressing concern. Despite being recognized as a critical determinant of organizational success and employee well-being, the factors influencing job satisfaction, particularly the role of the working environment, remain understudied and inadequately understood (Labrague et al., 2022).

Within this context, this research study seeks to delve into the intricate relationship between the working environment and job satisfaction among employees in Nepalese commercial banks. It is imperative to recognize that the working environment encompasses a myriad of factors, including physical workspace, organizational culture, social working environment styles, employee relations, and opportunities for growth and development. Each of these elements contributes uniquely to the overall experience of employees and their levels of job satisfaction (Suriadi et al., 2023).

Furthermore, the Nepalese banking sector operates within a distinct socio-cultural and economic context, characterized by unique challenges and opportunities. Factors such as regulatory frameworks, technological advancements, market competition, and socio-political dynamics exert profound influences on the working environment and subsequently impact job satisfaction levels among bank employees. Therefore, a nuanced understanding of these contextual factors is essential for comprehensively examining the impact of the working environment on job satisfaction within Nepalese commercial banks (Fadhli, Komardi & Putra, 2022). By conducting a rigorous empirical investigation, this study aims to shed light on the specific dimensions of the working environment that significantly influence job satisfaction among employees in Nepalese commercial banks. Through the identification of key determinants and underlying mechanisms, actionable insights can be derived to inform

strategic interventions aimed at enhancing job satisfaction, improving job satisfaction, and fostering organizational effectiveness in the Nepalese banking sector. The research question are following:

- Is there a relationship between Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction in Nepalese Commercial Banks?
- Do there any impact of Physical Working Environment, Social Working Environment, Secured Working Environment, and Financial Working Environment to the Job Satisfaction in Nepalese Commercial Banks?

1.3 Objectives of the Study

The main objective of research is to examine the impact of working environment and job satisfaction of commercial banking employees in Nepal. The objective of research are further divided into following.

- To analyze the relationship between Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction in Nepalese Commercial Banks.
- To examine the impact of Physical Working Environment, Social Working Environment, Secured Working Environment, and Financial Working Environment to the Job Satisfaction in Nepalese Commercial Banks.

1.4 Hypothesis of the Study

The hypotheses for the research study on the impact of working environment on job satisfaction of employees in Nepalese commercial banks could be formulated as follows:

Alternative Hypothesis (H1): There is a significant positive relationship between the working environment and job satisfaction among employees in Nepalese commercial banks.

Alternative Hypothesis (H1): There is a significant positive relationship between the physical Working Environment and job satisfaction among employees in Nepalese commercial banks.

Alternative Hypothesis (H1): There is a significant positive relationship between Social Working Environment and job satisfaction among employees in Nepalese commercial banks.

Alternative Hypothesis (H1): There is a significant positive relationship between Secured Working Environment and job satisfaction among employees in Nepalese commercial banks.

Alternative Hypothesis (H1): There is a significant positive relationship between Financial Working Environment and job satisfaction among employees in Nepalese commercial banks.

1.5 Rationale of the Study

The rationale for conducting a study on the impact of the working environment on job satisfaction of employees in Nepalese commercial banks is multifaceted and crucial for both academic understanding and practical implications within the banking sector of Nepal.

Firstly, the banking industry plays a pivotal role in the economic development of Nepal. As a key driver of financial intermediation and investment facilitation, commercial banks significantly contribute to the country's GDP growth and employment generation. Therefore, understanding the factors that influence the job satisfaction of bank employees is essential for maintaining a motivated workforce, which in turn positively impacts organizational performance and customer service delivery.

Secondly, the working environment exerts a profound influence on employee attitudes, behaviors, and overall job satisfaction levels. Factors such as organizational culture, social working environment styles, physical workspace, and opportunities for growth and development can significantly shape employees' perceptions of their work experience. Given the unique socio-cultural and economic context of Nepal, characterized by factors such as rapid technological advancements, regulatory changes, and market competition, it is crucial to examine how these contextual factors interact with the working environment to influence job satisfaction within Nepalese commercial banks.

Moreover, research focusing specifically on Nepalese commercial banks fills a notable gap in the existing literature. While studies on job satisfaction and working environments abound in international contexts, there is a scarcity of empirical research addressing these issues within the Nepalese banking sector. By conducting a comprehensive study tailored to the Nepalese context, this research endeavor seeks to generate insights that are directly relevant to the challenges and opportunities faced by commercial banks operating in Nepal.

Additionally, the findings of this study hold significant practical implications for managerial decision-making and human resource management practices within Nepalese commercial banks. By identifying the key determinants of job satisfaction and understanding their impact on employee motivation and retention, bank management can develop targeted interventions and strategies to enhance the working environment and promote job satisfaction among employees. Ultimately, by investing in the well-being and satisfaction of their workforce, Nepalese commercial banks can strengthen their competitive position, improve customer satisfaction, and contribute to the sustainable growth and development of the banking sector in Nepal.

1.6 Limitations of the Study

The limitations of the study are:

- A potential constraint may arise due to sampling bias, whereby the research could predominantly target employees who are easily reachable or willing to take part. This scenario might result in a distorted portrayal of the workforce, as individuals with extreme opinions—either markedly satisfied or dissatisfied—might show a greater inclination to participate. Consequently, the conclusions drawn may not precisely mirror the attitudes of the entire employee demographic, thereby diminishing the study's trustworthiness and applicability across the board.
- The study may rely on standardized measures of job satisfaction and the working environment that were developed in a different cultural context. This could result in measurement bias, where certain aspects of job satisfaction or the working environment are over- or under-emphasized, compromising the accuracy of the findings.
- The study's focus on the working environment and job satisfaction may overlook other potential factors that could influence employee attitudes and behaviors. For instance, organizational policies, social working environment effectiveness, and job autonomy are critical determinants of job satisfaction but may not be adequately addressed in the study. Failing to account for these variables could limit the study's explanatory power and hinder the identification of comprehensive solutions to enhance employee satisfaction in Nepalese commercial banks.

- Conducting comprehensive research requires sufficient resources, including time, funding, and expertise. However, the study may face constraints in terms of budgetary limitations, time constraints, or access to specialized skills or technologies. These resource constraints could impact the study's scope, sample size, data collection methods, or analytical techniques, potentially compromising the rigor and depth of the research findings.

CHAPTER-II

LITERATURE REVIEW

This chapter is the main part of the research work. Researcher most is understood about the subject from every area and angle. Angle refers the each and every variables of the subject of research. The variables have their theoretical, conceptual development and core understanding for the variable is first to the researcher. Without understanding the each concept to the related topic, the researcher cannot be done proper and easily further works. A literature review is a critical analysis of a segment of a published body of knowledge through summary, classification and comparison of prior studies, review of literature and theoretical studies. It is divided into three sections.

2.1 Theoretical Review

The theoretical review section of a research study on the impact of working environment on job satisfaction of employees in Nepalese commercial banks would involve a comprehensive examination of relevant theories and concepts from existing literature.

2.1.1 Theory of Working Environment

The theory of working environment, often referred to as organizational or financial working environment theory, encompasses various concepts and perspectives aimed at understanding how the environment within an organization impacts individuals, teams, and overall organizational performance. Here are some key aspects and theories related to working environments:

Hawthorne Studies: Conducted in the 1920s and 1930s, the Hawthorne Studies were a series of experiments that highlighted the importance of social and psychological factors in the workplace. These studies showed that employees' productivity and performance were influenced by factors such as attention from management, group dynamics, and peer pressure.

Open Systems Theory: This theory views organizations as complex systems that interact with their external environments. It emphasizes the importance of adaptability and flexibility within organizations to respond effectively to changes in the external environment (Labrague et al., 2022).

Contingency Theory: Contingency theory suggests that there is no one-size-fits-all approach to organizational management. Instead, the most effective management style and organizational structure depend on various factors, including the external environment, the organization's goals, and the characteristics of its employees(Tio, 2014).

Organizational Culture: Organizational culture refers to the shared values, beliefs, norms, and behaviors that characterize an organization. A positive and supportive culture can foster employee engagement, creativity, and productivity, while a negative or toxic culture can lead to dissatisfaction and turnover.

Person-Environment Fit Theory: This theory suggests that individuals are most satisfied and perform best when there is a good fit between their personal characteristics (such as skills, values, and preferences) and the characteristics of the financial working environment.

Stress Theory: Stress theory examines how various stressors in the financial working environment, such as high workload, role ambiguity, lack of control, and interpersonal conflicts, can impact employee well-being, performance, and organizational outcomes.

Social Exchange Theory: Social exchange theory posits that individuals engage in relationships with others based on the principle of reciprocity, expecting to receive benefits and rewards in return for their contributions. In the workplace, this theory can help explain employee motivation, loyalty, and commitment based on perceived fairness and reciprocity in the exchange.

2.1.2 Theory of Job Satisfaction

The theory of job satisfaction explores the factors that influence an individual's feelings and attitudes toward their job. Several theories have been proposed to explain job satisfaction, including: This theory suggests that job satisfaction is influenced by the gap between what an individual expects from their job and what they actually experience. When there is a large dissonance between expectations and reality, job satisfaction tends to be low (Suriadi et al., 2023)

Two-Factor Theory (Herzberg): Herzberg proposed that job satisfaction and dissatisfaction are influenced by separate sets of factors. Hygiene factors (such as salary, working conditions, company policies, and interpersonal relationships) are related to dissatisfaction when absent

but do not necessarily lead to satisfaction when present. On the other hand, motivators (such as recognition, achievement, responsibility, and opportunities for growth) contribute to satisfaction and motivation.

Social Information Processing Theory: This theory emphasizes the role of social influences in shaping job satisfaction. It suggests that individuals form perceptions of their job and financial working environment based on the information they receive from others, including colleagues, supervisors, and the media.

Job Characteristics Model (Hackman & Oldham): This model posits that certain job characteristics contribute to job satisfaction. These characteristics include skill variety, task identity, task significance, autonomy, and feedback. Jobs that provide opportunities for skill development, autonomy, and meaningful tasks are more likely to result in higher levels of satisfaction.

Cognitive Evaluation Theory: This theory focuses on how individuals interpret and evaluate their job experiences. It suggests that job satisfaction is influenced by internal factors such as perceived competence, autonomy, and the perceived meaningfulness of tasks. When individuals feel competent and in control of their work, they are more likely to experience satisfaction.

Affect Theory: Affect theory suggests that job satisfaction is influenced by an individual's emotional reactions to their job experiences. Positive emotions such as joy, pride, and fulfillment contribute to job satisfaction, while negative emotions such as anger, frustration, and boredom detract from satisfaction.

Equity Theory: Equity theory proposes that individuals compare their input (e.g., effort, skills, time) and outcomes (e.g., salary, recognition, promotions) to those of others in similar positions. When individuals perceive inequity, either in the form of under-reward or over-reward compared to others, they experience dissatisfaction.

2.1.3 Theory of Physical Working Environment

The theory of physical working environment encompasses various factors related to the design, layout, and conditions of the workspace that can influence individuals' well-being,

productivity, and overall performance. Here are some key components and considerations within this theory:

Lighting: Proper lighting is essential for maintaining a comfortable and productive financial working environment. Natural light is preferred when possible, as it can improve mood and alertness. Artificial lighting should be carefully designed to minimize glare, shadows, and eye strain.

Temperature and Climate Control: Maintaining an optimal temperature and climate within the workplace is important for comfort and concentration. Extremes in temperature can lead to discomfort and distraction, affecting productivity and well-being (Sriadmitum, 2023).

Noise Levels: Excessive noise can be a significant distraction in the workplace, impacting concentration, communication, and overall productivity. Employers should consider strategies such as soundproofing, acoustic design, and designated quiet areas to mitigate noise disturbances.

Air Quality: Good indoor air quality is crucial for employee health and well-being. Proper ventilation, air filtration, and control of pollutants such as dust, allergens, and chemicals are important considerations in maintaining a healthy financial working environment**.**

2.1.4 Theory of Social Working Environment

The theory of social working environment focuses on understanding how social interactions, relationships, and dynamics within the workplace impact employee behavior, satisfaction, and performance. It recognizes that the social context in which work is conducted plays a crucial role in shaping organizational culture, teamwork, collaboration, and overall effectiveness. Several key principles and factors are central to this theory:

Organizational Culture: The shared values, norms, beliefs, and behaviors that characterize an organization's culture profoundly influence employee attitudes and behavior. A positive and inclusive culture fosters trust, cooperation, and engagement among employees, while a negative or toxic culture can lead to disengagement, conflict, and turnover (Agustin & Dharma, 2024).

Team Dynamics: Effective teamwork is essential for achieving organizational goals and objectives. The theory of social working environment examines how team composition,

communication patterns, social working environment styles, and group norms impact team performance, cohesion, and satisfaction. It emphasizes the importance of fostering a supportive and collaborative team environment where members feel valued, respected, and empowered to contribute their ideas and expertise (Asghar et al., 2024).

Social working environment: Social working environment behavior significantly influences the social climate within an organization. Effective leaders inspire trust, provide clear direction, and support employee development, fostering a positive and productive financial working environment. Conversely, poor social working environment can undermine morale, create uncertainty, and hinder performance.

Communication: Open, transparent, and effective communication is essential for building trust, resolving conflicts, and promoting collaboration in the workplace. The theory of social working environment examines communication patterns, channels, and barriers within organizations and emphasizes the importance of fostering clear, timely, and respectful communication at all levels.

Social Support: The availability of social support networks within the workplace can buffer against stress, enhance resilience, and improve employee well-being. This includes both formal support systems, such as employee assistance programs and mentorship initiatives, as well as informal networks of colleagues who provide emotional, informational, and instrumental support.

2.1.5 Theory of Secured Working Environment

The theory of a secured working environment encompasses strategies and principles aimed at ensuring the safety, security, and protection of employees, assets, and information within the workplace. This theory recognizes that a secure working environment is essential for maintaining employee well-being, productivity, and organizational continuity. Several key components are central to the theory of secured working environment:

Physical Security Measures: Physical security measures involve safeguards and protocols designed to protect employees, facilities, and assets from unauthorized access, theft, vandalism, or harm. This includes implementing access control systems, surveillance cameras, security guards, perimeter barriers, and alarm systems to deter and detect security threats.

Risk Management: Risk management involves identifying, assessing, and mitigating potential risks and vulnerabilities within the workplace. This includes conducting risk assessments, implementing controls and safeguards, and regularly monitoring and evaluating security measures to adapt to evolving threats and vulnerabilities (Labrague et al., 2022).

Compliance and Regulation: Organizations must comply with relevant laws, regulations, and industry standards related to workplace safety and security. The theory of secured working environment includes staying abreast of legal requirements, conducting audits and assessments to ensure compliance, and implementing policies and procedures to mitigate legal and regulatory risks.

Employee Training and Awareness: Employees play a critical role in maintaining a secure working environment. The theory emphasizes the importance of providing ongoing training and awareness programs to educate employees about security risks, best practices, and their role in safeguarding the workplace. This may include cyber security training, safety drills, and awareness campaigns on topics such as physical security, data protection, and emergency response.

2.1.5 Theory of Financial Working Environment

The theory of financial working environment pertains to the financial aspects of the workplace, focusing on how financial factors influence organizational behavior, decision-making, and overall performance. This theory encompasses various principles and components related to financial management within organizations:

Financial Policies and Practices: Financial policies and practices govern how organizations manage their finances, including budgeting, spending, investment, and financial reporting. The theory of financial working environment examines the development and implementation of these policies and practices and their impact on organizational performance and sustainability.

Cost Management: Cost management involves controlling and optimizing expenses to achieve financial objectives efficiently. The theory considers strategies for reducing costs, improving cost-effectiveness, and identifying areas of waste or inefficiency within the organization (Asghar et al., 2024).

Financial Planning and Forecasting: Financial planning and forecasting are essential for setting goals, allocating resources, and making informed business decisions. The theory explores techniques and methodologies for financial forecasting, budgeting, and scenario analysis to support strategic planning and decision-making processes.

Capital Structure and Financing: Capital structure refers to the mix of debt and equity financing used by organizations to fund their operations and investments. The theory considers the optimal capital structure for organizations, the cost of capital, and the implications of different financing options on financial risk and return.

Financial Risk Management: Financial risk management involves identifying, assessing, and mitigating risks that could adversely affect the organization's financial position and performance. The theory explores techniques for managing risks such as market risk, credit risk, liquidity risk, and operational risk through strategies such as diversification, hedging, and insurance (Suriadi et al., 2023).

2.2 Empirical Review

2.2.1 Article Review in International Context

Agustin and Dharma (2024) conducted a study on the influence of the work environment and career development on employee performance and job satisfaction. They utilized quantitative methods, employing Structural Equation Modeling (SEM) analysis. Their findings revealed that career development significantly and positively impacted job satisfaction, emerging as the most influential variable.

Asghar et al. (2024) explored the impact of Human Resource (HR) policies and practices on job satisfaction, which serve as guidelines for organizational management of personnel. They employed a closed-ended questionnaire divided into demographic sections and Likert scale responses. Their research concluded that HR policies and practices significantly affect job satisfaction, highlighting the importance of implementing these strategies to enhance employee satisfaction.

Zarnuji (2023) investigated the significance of the financial work environment in enhancing employee satisfaction using descriptive qualitative analysis and a case study approach. Their research indicated a positive correlation between the quality of the financial work environment

and job satisfaction, suggesting that favorable financial conditions contribute to increased employee satisfaction.

Prayudi and Komariyah (2023) examined the impact of motivation, financial work environment, and career development on job satisfaction among PT employees. Utilizing quantitative methods with a sample size of 77 employees, they found that motivation, financial work environment, and career development all positively influence job satisfaction.

Tegor et al. (2023) studied the role of work discipline as a mediator between the financial work environment and employee job satisfaction. Their research, involving 70 civil servants, demonstrated that a positive financial work environment significantly affects work discipline and, consequently, job satisfaction.

Suriadi et al. (2023) investigated how organizational tradition, financial work environment, and work behavior influence trainer satisfaction. Using quantitative methodologies and multiple linear regression analysis with a sample of 74 teachers, they found that organizational culture and work discipline significantly impact teacher job satisfaction, highlighting the importance of these factors in enhancing satisfaction.

Chowdhury (2023) examined the relationship between workplace bullying, burnout, and job satisfaction among Bangladeshi nurses. Their study, employing Pearson's correlation test and multiple linear regression models, revealed significant correlations between bullying, burnout, and job satisfaction. Additionally, inadequate professional support predicted lower job satisfaction among nurses, emphasizing the need to address workplace issues to improve job satisfaction.

Sriadmitum (2023) conducted a study on the impact of different aspects of the working environment, namely social, financial, and physical, on job satisfaction. This quantitative research involved distributing questionnaires to respondents and utilized Structural Equation Modeling (SEM) PLS for data analysis. The findings revealed that while the social working environment style did not significantly affect job satisfaction or teacher performance, a positive and significant relationship existed between the financial working environment and job satisfaction. However, the financial working environment did not significantly affect performance, and neither did the physical working environment influence job satisfaction or teacher performance.

Fadhli, Komardi, and Putra (2022) investigated the influence of commitment, competence, social working environment style, and work culture on job satisfaction and performance among Office employees. They employed interviews, questionnaires, and employee data for data collection and analyzed the data using Structural Equation Modeling (SEM). The results indicated that commitment, competence, and social working environment style had no significant impact on job satisfaction, while work culture showed a significant effect.

Labrague et al. (2022) explored the role of inter professional collaboration as a mediator in the relationships between nurse financial working environment, select patient safety outcomes, and job satisfaction. This descriptive cross-sectional study involved 881 clinical nurses from selected teaching hospitals in Oman and employed standardized scales for assessment. The findings revealed that nurse financial working environment was directly and indirectly associated with nurse-assessed quality of care, adverse patient events, and job satisfaction, through inter professional collaborations.

Mawardi (2022) evaluated employee performance through the lens of lecturer work achievement. Conducted with lecturers in Indonesia, this research utilized an online survey for data collection. The results demonstrated that organizational commitment significantly and positively influenced job satisfaction. Competence also had a direct and significant positive effect on job satisfaction, which in turn directly influenced employee performance. Organizational commitment and competence indirectly affected performance through job satisfaction.

Vohra, Ozyeşil, and Aktürk (2022) conducted a study to explore how the financial working environment impacts both work engagement and career fulfillment. Their research employed a quantitative methodology, utilizing a self-administered survey form designed to collect data based on a reliable and validated research study. The findings suggested that companies should acknowledge the advantages of fostering a positive atmosphere to enhance employee satisfaction, emphasizing the influence of organizational culture on staff contentment.

Karamanis, Arnis, and Pappa (2019) investigated the satisfaction levels of workers regarding their work environment amidst the financial crisis in Greece. Focusing on employees of the

Region of Epirus, Greece, and the study utilized the Minnesota Satisfaction Questionnaire (MSQ) model for empirical research. The results indicated that satisfaction derived from intrinsic factors such as activity, independence, and creativity was higher compared to extrinsic factors like human relations, remuneration, and working conditions. Furthermore, analysis per employee group revealed variations in satisfaction levels, with Directors/Office Managers and University Educational employees showing differing levels of satisfaction with intrinsic and extrinsic factors.

Raziq and Maulabakhsh (2015) examined the impact of the working environment on employee job satisfaction using a quantitative approach. Data collection was carried out through a self-administered survey questionnaire adapted from a validated instrument. Targeting educational institutes, the banking sector, and the telecommunication industry in Quetta, Pakistan, the study revealed a positive relationship between the working environment and employee job satisfaction. The study underscored the importance for businesses to recognize the role of a conducive working environment in enhancing job satisfaction.

Tio (2014) analyzed the influence of working environment conditions on employee job satisfaction, particularly focusing on the role of the financial working environment. Employing multiple regression analysis and distributing questionnaires in PT. X, the research highlighted the significance of financial working environment factors in influencing employee job satisfaction. The findings indicated that various aspects of the financial working environment collectively contribute significantly to employee satisfaction.

Table 1

Summary of Article Review

Authore/ Date	Title	Objectives	Methodology	Findings
Agustin and Dharma/ (2024)	The Influence Of The Financial working environment And Career Development On Employee Performance	To analyze the impact of working environment and career development on employee performance	The research utilized quantitative methods, employing Structural Equation Modeling	The findings indicated that the primary influential factor, namely career development, had a positive and noteworthy impact on job satisfaction.

	With Job Satisfaction As An Intervening Variable In PT. PLN (Persero) ULP Muara Labuh In South Solok.	with job satisfaction.	(SEM) analysis.	
Asghar et al./ (2024)	HR policies and its impact on job satisfaction among employees in FMCGs in Karachi, Pakistan.	To analyze the impact of Human resource policies and practices on the job satisfaction.	A closed-ended questionnaire was employed to gather necessary data, structured into three sections. Initially, the questionnaire aimed to identify the demographic factors of the respondents, followed by Likert scale options ranging from 1 for strongly disagreed to 5 for strongly agreed.	The results unveiled a favorable correlation between the independent and dependent variables and job satisfaction, indicating the potential for increased efficiency and effectiveness among highly satisfied employees. Hence, organizations should integrate these validated variables into their policies to enhance employee satisfaction in their roles.
Zarnuji/ (2023)	The Performance of Non-pns Islamic Religious Exechers With Financial working environment on Work Satisfaction of Employees of the Ministry of Religion Office in Kua	To find out how important the financial working environment is in increasing employee satisfaction.	The research employed a descriptive qualitative analysis method, utilizing a case study research approach and drawing upon both primary and secondary data sources.	The study findings suggest that a positive relationship exists between the financial working environment and job satisfaction. When the quality of the financial working environment is high, it positively impacts perceived satisfaction, thereby enhancing employee job satisfaction.

	Simokerto District, Surabaya City.			
Prayudi and Komariyah/ (2023)	The impact of work motivation, financial working environment, and career development on employee job satisfaction.	To determine the effect of motivation, financial working environment and career development on job satisfaction of employees of PT.	This study falls within the realm of quantitative research. With a total population of 302 employees, a sample of 77 employees was selected utilizing the Slovin formula.	These findings indicate that job satisfaction is influenced by factors such as work motivation, the financial working environment, and career development.
Tegor, Thasimmim, Dianasari and Yusmalina /(2023)	The influence of work discipline in mediating financial working environment relationships on job satisfaction.	To examine the influence of work discipline in mediating the relationship between the financial working environment and employee job satisfaction	The study utilized a sample size consisting of 70 civil servants as respondents.	The findings indicated that the financial working environment positively and significantly influenced work discipline and employee job satisfaction. Additionally, work discipline was found to have a positive and significant impact on employee job satisfaction.
Chowdhury/ (2023)	Impact of workplace bullying and burnout on job satisfaction among Bangladeshi nurses: A cross-sectional study.	To investigate how workplace bullying and burnout are related to job satisfaction, as well as determine the factors that are associated with job	A Pearson's correlation test was employed to evaluate the relationships among age, bullying, burnout, and job satisfaction. Furthermore, multiple linear	Nurses' job satisfaction demonstrated correlations with workplace bullying and burnout. Additionally, inadequate professional support from authorities was identified as a predictor of nurses' job satisfaction. Therefore, reducing occurrences

		satisfaction among Bangladeshi nurses.	regression models were utilized to examine the adjusted association between demographic characteristics, occupational variables, bullying, burnout, and job satisfaction.	of bullying and burnout among nurses, along with enhancing their working environment, are crucial steps to enhance overall job satisfaction.
Sriadmitum /(2023)	Social working environment style, financial working environment, and physical working environment on job satisfaction and teacher performance.	To analyze the effect of social working environment style, financial working environment, and physical working environment on job satisfaction.	This study employed a quantitative research approach by administering questionnaires to the participants. The data analysis was conducted using Structural Equation Modeling (SEM) PLS.	The findings from this study suggest that the social working environment style does not have a noteworthy impact on job satisfaction, and similarly, teacher performance does not significantly affect job satisfaction.
Suriadi et al./ (2023)	The Influence of Organizational Culture, Financial working environment and Work Discipline on Job Satisfaction of Teachers at Boarding School.	To determine how organizational tradition, financial working environment, and work behavior effect trainer activity delight.	The analytical method used has been multiple linear regression.	The results of this study demonstrate that organizational culture, work discipline, and the financial working environment collectively influence teacher job satisfaction.

Fadhli, Komardi and Putra /(2022)	Commitment, Competence, Social working environment Style, and Work Culture on Job Satisfaction and Employee Performance at the Office of the Ministry of Religion, Kampar District.	To examine and analyzed the effect of commitment, competence, social working environment style, and work culture on job satisfaction and performance of employees of the Office	The data collection methods encompassed interviews, questionnaires, and employee data, while the analysis was conducted utilizing Structural Equation Modeling (SEM).	The findings indicated that commitment, competence, and social working environment style do not influence job satisfaction, whereas work culture has a significant impact on job satisfaction.
Labrague et al./ (2022)	Inter professional collaboration as a mediator in the relationship between nurse financial working environment, patient safety outcomes and job satisfaction among nurses.	To assessed the mediating role of inter professional collaboration in the relationships between nurse financial working environment, select patient safety outcomes and job satisfaction.	This descriptive cross-sectional study involved 881 clinical nurses working in selected teaching hospitals in Oman and utilized five standardized scales.	The study revealed that the financial working environment of nurses was directly and indirectly linked to nurse-assessed quality of care, adverse patient events, and job satisfaction, facilitated by inter professional collaborations.
Mawardi/ (2022)	Alternative Work Arrangements, Financial working environment, and Job Stress on Job Satisfaction and Turnover Intention.	To measure employee performance seen from the achievement of lecturer work.	The research methodology is designed to gather responses addressing the research inquiries. The research sample consists of 244 lecturers in Indonesia, and data collection	The findings indicated a noteworthy positive impact of organizational commitment on job satisfaction. Moreover, job satisfaction directly influenced employee performance positively. Additionally, organizational commitment had an indirect positive effect

			was conducted through an online survey.	on performance through job satisfaction, albeit not statistically significant. Furthermore, competence indirectly affected performance significantly through job satisfaction.
Karamanis, Arnis and Pappa/ (2019)	Impact Of Working Environment On Job Satisfaction: Evidence From Greek Public Sector.	To analyze the satisfaction of workers from their working environment during the current financial crisis in Greece.	They conducted an empirical research using the Minnesota Satisfaction Questionnaire model.	They discovered that satisfaction stemming from intrinsic factors (such as activity, independence, creativity, etc.) surpasses that derived from extrinsic factors (like human relations, remuneration, colleagues, working conditions, etc.).
Raziq and Maulabakhsh /(2015)	Impact of working environment on job satisfaction.	To analyze the impact of working environment on employee job satisfaction.	The study employed a quantitative methodology. Data was collected through a self-administered survey questionnaire.	The results suggest a favorable correlation between the working environment and employee job satisfaction. The study concludes by highlighting the imperative for businesses to recognize the significance of fostering a positive working environment to maximize levels of job satisfaction.
Tio/ (2014)	The impact of working environment towards employee job satisfaction: a case study In PT. X	To examine and analyzed the influence of the working environment condition towards employee job satisfaction and to provide	The writer is using the multiple regression analysis	Through the distribution of questionnaires at PT. X, they determined the importance of the financial working environment concerning job satisfaction. The research findings

		insight on how to increase employee job satisfaction through the financial working environment		indicate that various factors within the financial working environment significantly influence employee job satisfaction simultaneously.
Vohra, Ozyeşil and Aktürk/ (2022)	The impact of work motivation, financial working environment, and career development on employee job satisfaction.	To investigate the influence of the financial working environment on work engagement and career fulfillment.	The study adopted a quantitative methodology, utilizing a self-administered survey to collect data. This survey was based on a reputable and dependable research study.	The report offered recommendations, emphasizing the significance for businesses to acknowledge the advantages of fostering a supportive environment to enhance employee satisfaction.

2.2.2 Article Review in Nepalese Context

Chalise and Paudel (2024) investigated the synergistic integration of transformational and transactional social working environment styles to establish an ambidextrous social working environment, and its positive influence on job satisfaction in Nepalese commercial banks. They employed simple random sampling techniques and administered a questionnaire to assess respondents' job satisfaction levels across various dimensions of transactional social working environment styles, using a five-point Likert scale. The findings highlighted a significant association between ambidextrous social working environment style dimensions and job satisfaction in Nepalese commercial banks.

Dhakal (2023) explored the impact of job environment on employee satisfaction within Nepalese commercial banks. Correlation coefficients and regression models were employed to examine the significance and relevance of job environment to employee satisfaction. The results indicated that factors such as job safety and security, incentives and recognition, and a secure working environment positively influence employee satisfaction. This suggests that improvements in these areas lead to enhanced employee satisfaction.

Shrestha (2023) evaluated the relationship between employee job satisfaction and internal marketing within the Nepalese banking industry. Utilizing Likert scales to measure different variables related to internal marketing dimensions and employee satisfaction, the study found that supervisory support, organizational support, retention policy, selection and appointment significantly impact employee job satisfaction. Additionally, employee loyalty, commitment, organizational reputation, productivity, and competition were identified as crucial factors influencing internal marketing and employee job satisfaction.

Bastola (2023) investigated the impact of work-life balance on employee job satisfaction in Nepalese insurance companies. Independent variables such as working hours, salary, job design, supervisory support, organizational culture, and reward and recognition were analyzed using correlation coefficients and regression models. The results indicated that reward and recognition, working environment, and working hours positively influence job satisfaction, suggesting that improvements in these areas contribute to higher levels of employee satisfaction.

Chalise (2021) explored the relationship between job satisfaction and the quality of work-life among employees in Nepalese commercial banks. Factors such as financial working environment and facilities, job security and safety, learning and development, social working environment, and employee empowerment were assessed. Correlation and regression analyses revealed a positive impact of job satisfaction on the quality of work-life, with working environment, learning and development, social working environment, and employee empowerment exerting more significant influence on the quality of work-life compared to pay and job security aspects.

Silwal (2021) investigated the influence of rewards on the job satisfaction of employees in the Nepalese banking sector. A closed-ended structured questionnaire consisting of 43 statements on a 5-point Likert scale was employed for data collection. The questionnaire's validity was confirmed through Cranach’s alpha and t-test. The study targeted employees at middle and lower levels, and primary data was gathered by visiting various branches of two banks and conducting an internet survey. The collected data underwent analysis using descriptive statistics as well as inferential statistics such as mean, standard deviation, correlation, and

regression. The findings indicated that while there was no significant relationship between extrinsic rewards and job satisfaction, both extrinsic and intrinsic rewards significantly influenced job satisfaction in the Himalayan Bank. Moreover, the study concluded that intrinsic rewards had a more pronounced impact on employee job satisfaction compared to extrinsic rewards, highlighting the universal importance of intrinsic rewards across different organizational contexts.

Biswakarma (2018) explored the implementation of knowledge management practices in selected commercial banks in Nepal and its impact on employee job performance. The study utilized correlation and regression analyses to assess the relationship between knowledge management practices and employee job performance. The results suggested that effective knowledge management could serve as a crucial source of achieving long-term sustainable competitive advantage in the banking industry. The study identified a positive causal relationship between knowledge management process variables—such as knowledge creation and acquisition, knowledge filtering, knowledge exchange, and knowledge development—and employee job performance, emphasizing the significance of managing knowledge for organizational survival and competitive advantage.

Gautam (2016) conducted an analysis of employee job satisfaction in the Nepalese banking sector, focusing on evaluating banking careers and measuring employee satisfaction levels. The study investigated the relationship between employees and leaders in the demanding banking career context. Correlation and regression analyses were employed to examine factors affecting employee satisfaction levels, including employees' working life, financial working environment, promotion and reward, recognition, secured working environment, and job security. The study targeted employees of Nepal Bank Limited (NBL) and Nepal State Bank of India (SBI). The findings underscored the challenges posed by employee turnover in the banking sector due to job dissatisfaction, emphasizing the importance of addressing employee satisfaction to meet organizational targets effectively.

Table 2

Summary of Article Review in Nepalese Context

Authore/ Date	Title	Objectives	Methodology	Findings

Chalise and Paudel/ (2024)	Embracing Complexity: Ambidextrous Social working environment Enriching Job Satisfaction in Nepalese Commercial Banking Sector.	To analyze the synergic combination of transformational and transactional social working environment style to create ambidextrous social working environment and the positive impact of ambidextrous social working environment on job satisfaction in Nepalese commercial banks.	The study employed simple random sampling methods and distributed a questionnaire to assess participants' levels of job satisfaction across different dimensions of transactional social working environment styles, using a five-point Likert scale.	The results indicate a notable correlation between the dimensions of ambidextrous social working environment style and job satisfaction among Nepali commercial banks.
Dhakal /(2023)	Effect of job environment on employee satisfaction in Nepalese commercial banks.	To examine the effect of job environment on employee satisfaction in Nepalese commercial banks.	Correlation coefficients and regression models were utilized to assess the significance and relevance of the job environment on employee satisfaction within Nepalese commercial banks.	The findings indicated a positive influence of job safety and security on employee satisfaction.
Shrestha /(2023)	Factors Affecting Employee´ s Job Satisfaction: A Case of Nepalese Commercial Banks	To assess the relationship between employees' job satisfaction and internal marketing in the Nepalese banking industry.	The study employed a 5-point Likert scale to measure various variables related to internal marketing dimensions and employee satisfaction. The weighted mean value of each variable was then utilized to analyze the relationship between dependent and independent variables for the study's objectives.	The primary finding of the study is that supervisory support, organizational support, retention policy, selection, and appointment significantly influence employee job satisfaction.

Bastola/ (2023)	Impact of work-life balance on employee job satisfaction in Nepalese insurance companies.	To examine the impact of work life balance on employee job satisfaction in Nepalese insurance companies.	Correlation coefficients and regression models were calculated to assess the significance and relevance of work-life balance on employee job satisfaction in Nepalese insurance companies.	The findings indicated that both reward and recognition positively influence job satisfaction, suggesting that an increase in these factors leads to an increase in job satisfaction. Similarly, the results revealed that the working environment positively impacts job satisfaction.
Chalise /(2021)	Work Life Factors and Job Satisfaction in Banking Sector of Nepal.	To extracted the relationship between job satisfactions on the quality of work-life among the employees in Nepalese commercial banks.	Correlation and regression analyses were conducted using SPSS to explore the relationships among the study variables.	The study findings demonstrate a positive influence of job satisfaction on the quality of work-life among employees in Nepalese commercial banks.
Silwal /(2021)	Impact of Rewards on Employee Job Satisfaction in Nepalese Commercial Banks: A Comparative Study of NIBL and HBL	To examine the impact of rewards on job satisfaction of employees of the Nepalese Banking sector.	Employing both descriptive and inferential statistics, including measures such as mean, standard deviation, correlation, and regression analysis.	There is no notable correlation between extrinsic rewards and job satisfaction. Conversely, concerning Himalayan Bank, both extrinsic and intrinsic rewards exhibit a significant association with job satisfaction.
Biswakarma /(2018)	Knowledge management and employee job performance in Nepalese	To investigated the extent to which selected commercial banks in Nepalese have implemented knowledge	Correlation and regression are analysis.	The investigation into the implementation of knowledge management practices on

	banking sector.	management practices.		employee job performance has identified a positive causal relationship with knowledge management process variables, including knowledge creation and acquisition.
Gautam/ (2016)	Impact of mergers on employee job satisfaction: A study on commercial banks of Nepal.	To analyze employee job satisfaction in the banking sector in Nepal.	Correlation and regression analyses were conducted to examine the impact of factors such as employees' working conditions, financial working environment, promotion and reward systems, recognition, secured working environment, and job security on employee satisfaction levels.	Organizations face challenges in achieving their objectives when employees frequently resign from their positions.

2.3 Research Gap

All of the data for the study was gathered from the employee of the bank, which is based in the commercial bank in Nepal. Regression and correlation statistical approaches, together with SPSS tools, are used for data analysis and summarization. A prepared questionnaire is given to the respondent so they may fill it out and supply the information the agent requests. The foundation of this study is the effect of working environment on the job satisfaction of the employee. The dependent variable is the woman job satisfaction and the independent variable is the working environment.

Mawardi (2022) showed that organizational commitment had a significant positive effect on job satisfaction. Vohra, Ozyeşil and Aktürk (2022) the job culture influences the satisfaction of staff members. Prayudi and Komariyah (2023) conducted on small scale than this research they used the total population is 302 employees, so the sample used is 77 employees because it uses the Slovin formula. Prior studies have been conducted at the national and international level either a huge or tiny sample is used. They primarily concentrate on the job satisfaction,

and the variables utilized differ from those in this study. In the days to come, researchers could employ new data formats and a higher number of variables than those employed in this study.

CHAPTER-III

RESEARCH METHODOLOGY

The structured and systematic process of collecting, assessing, and validating data and facts to derive solutions to a problem is termed research methodology. It constitutes the framework, approach, and strategy of an investigation intended to address a research question or validate a research hypothesis. Consequently, the research methodology chapter encompasses the study's design, data sources, population and sample, data analysis techniques, and instruments. The key components of the research technique employed in this study are outlined as follows:

3.1 Research Design

The study is rooted in examining the diverse factors and attributes associated with the financial working environment and employee job satisfaction. Descriptive and casual comparative research designs were utilized for this investigation. To furnish readers with an enlightening report, comparative data sets are essential. Statistical methods will be employed to analyze and interpret the data. The study's descriptive nature aims to elucidate various aspects related to the evolution of the working environment. Employing a casual comparative research design, the study aims to delineate the independent and dependent variables to fulfill the objectives pertaining to the effects and relationships.

3.2 Population and Sample

The population under consideration for this research comprises the 20 commercial bank. Only three of them used as sample in this investigation. Utilized to calculate the population's sample size.

$n_0 = Z^2 pq/e^2$

Where,

n= Sample size

p = Population percentage having a particular trait

q = 1-p

z = Z value (95% confidence interval: 1.96, for example)

e= Error margin

The suggested value of p and q for the unidentified population is 50% for each. At a 95%

Level of confidence, the z value is 1.96, and the sampling error e = 5%.

$n_0 = Z^2\, pq/e^2$

$n_0 = 1.96^2 * 0.5 * 0.5/0.5^2 = 384$

Using the formula, we can calculate that the minimum sample size required is 384. This means that a sample size of at least 384 is needed to achieve the desired level of precision and confidence in the study.

Using Convenience sampling is defined as the respondent's desire to engage in the study or as their availability of time, and so, there are 441 total samples obtained by convenience sampling. The sample commercial bank are Nepal Bank Limited, Kumari bank Limited and Everest bank Limited.

3.3 Nature and Source of Data

Researchers delineate the characteristics and origins of data within the section titled "nature and source of data." Data typically fall into two categories: primary and secondary. Various sources are available for different research endeavors, including both unpublished and published sources. Examples of published sources encompass scholarly articles, annual reports, newspapers, tax records, government policies, novels, and more. Unpublished sources encompass internal decision-making within organizations, meeting minutes, vouchers, and similar materials. In this study, the data are predominantly secondary in nature, sourced from responses to a questionnaire survey provided by bank employees.

3.4 Instrument of Data Collection

"Instrument" refers to the tools used for data collection, which include a variety of methods such as questionnaires, laboratory experiments, observations, interviews, and scales for gathering primary data. Secondary data are obtained from the websites of pertinent banks, extracting information from their annual reports. Additionally, the economic report from the NRB (Banking and Financial Statistics) and other publicly accessible statistical data were utilized, complemented by informal discussions and procedures to gather additional

information. The primary data collection instrument utilized in this study is the questionnaire.3.5 Methods of Analysis

Numerous statistical approaches are employed to ensure that the study's objectives are met. They are multiple regression analysis, correlation analysis, and descriptive statistics. The patterns found in the available data are used to guide the data analysis process.

3.5 Method of Analysis

3.5.1 Reliability Analysis

Here reliability is measured using the Cronbach's alpha measures technique. It tests to see if multiple-question Likert scale surveys are reliable. A rule of thumb for interpreting alpha Likert scale questions is:

Table 3
Cronbach's Alpha table

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \leq 0.8$	Good
$0.8 > \alpha \leq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$A > 0.5$	Unacceptable

3.5.2 Statistical Analysis

Descriptive Analysis

Descriptive analysis involves examining the mean, standard deviation, minimum, and maximum values of the provided data variables.

Arithmetic Mean

The arithmetic mean, also known as the average, is computed by adding up all the values in a dataset and dividing the sum by the number of observations. This statistical measure is considered a representation of central tendency and is applied in this research to analyze data concerning sample banks across ten fiscal years.

Standard Deviation (σ):

Standard deviation, a statistical metric, gauges the extent of variability or spread within a dataset. Computed as the square root of the variance, it involves assessing the deviation of each data point from the mean.

Minimum

The minimum, representing the lowest value in a given dataset, is also referred to as the smallest data point within the variable under examination. It is the initial data value when the dataset is arranged in ascending order. While the minimum value may be duplicated in the dataset, it is considered a unique figure, as one instance must be lesser than the other if there are repetitions.

Maximum

The maximum, denoting the highest value within a provided dataset, is also known as the largest data point associated with the variable under consideration. It represents the final data value when the dataset is arranged in ascending order. The maximum value is considered unique in a dataset, even if it appears more than once, as one instance must be greater than the other if there are repetitions.

Correlation Analysis

Finding the connection between two variables has never been easier. The extreme goods' sizes have no bearing on it. The standard symbol for the Karl Pearson coefficient of correlation is "r."

This statistical tool determines the strength and direction of the relationship between two sets of data. It displays the degree of connection as well as the movement of two variables together. The Pearson correlation coefficient has been used to explain the link. The correlation coefficient has a value between -1 and +1. Two variables are said to have complete negative correlation if their correlation coefficient is precisely -1, meaning that they move in the exact opposite direction of one another. In contrast, the variables are said to be fully positively connected if the correlation coefficient is +1

Multiple Regression Analysis

One way to characterize multiple regression analysis would be as a statistical method for examining the connection between one independent variable (predictor) and multiple

dependent variables (criterion). Predicting how the dependent variable will vary in response to changes in the independent variables is the aim of multiple regression analysis. It may be understood as the likelihood of your multiple regressions being a good predictor. The amount of variance in the dependent variables that the regression equation can account for is another way to evaluate a multiple determination. The multiple regression equation can be as follows:

Model

$JB = \beta_0 + \beta_1 \times PWE + \beta_2 \times SWE + \beta_3 \times SEWE + \beta_4 \times FEW + e$

Where,

PWE=Physical Working Environment

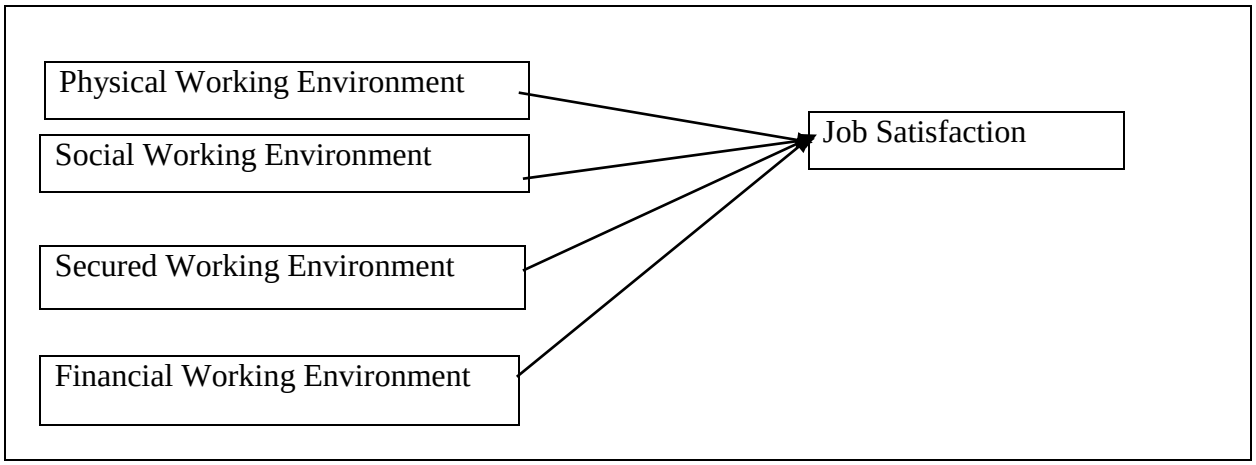
SWE=Social Working Environment

JB=Job Satisfaction

SEWE=Secured Working Environment

FEW=Financial Working Environment

3.6 Research Framework



Source: *Taheri, Miah & Kamaruzzaman (2020)*

Figure 1: Research Framework

3.7 Definitions of the Variables

Dependent Variables

Job Satisfaction

Job satisfaction among employees is a crucial aspect of organizational success and productivity. When employees are satisfied with their jobs, they tend to be more engaged,

motivated, and committed to their work. This ultimately leads to higher levels of performance and better outcomes for the organization as a whole. Several factors contribute to job satisfaction. One of the primary factors is the financial working environment, including aspects such as workplace culture, relationships with colleagues and supervisors, and opportunities for professional growth and development. A positive financial working environment fosters a sense of belonging and support, which can significantly impact employees' overall satisfaction with their jobs. The nature of the work itself plays a vital role in determining job satisfaction. Employees who find their work meaningful, challenging, and aligned with their skills and interests are more likely to experience higher levels of satisfaction. Providing employees with autonomy, responsibility, and opportunities to make meaningful contributions to their work can further enhance job satisfaction (Suriadi et al., 2023).

Independent Variables

Physical Working Environment

The physical working environment is a critical factor in shaping employees' experiences and overall job satisfaction. A well-designed and conducive physical workspace can enhance productivity, creativity, and well-being among employees. Factors such as lighting, temperature, noise levels, and ergonomic considerations play key roles in creating an environment where employees can thrive. The adequate lighting is essential for maintaining a comfortable and productive workspace. Natural light is preferred where possible, as it has been shown to boost mood and energy levels. Additionally, appropriate artificial lighting should be provided to ensure that work areas are well-lit and free from glare, reducing eye strain and fatigue (Tio, 2014).

Social Working Environment

Creating a social working environment that fosters job satisfaction is essential for the well-being and productivity of employees. This environment is characterized by open communication channels where employees feel comfortable expressing their thoughts and ideas without fear of judgment. Team-building activities and collaborative projects promote camaraderie and trust among coworkers, leading to stronger relationships and a sense of belonging within the organization. Supportive social working environment that offers guidance, recognition, and appreciation further enhances employee satisfaction (Karamanis, Arnis & Pappa, 2019).

Secured Working Environment

Establishing a secured working environment is crucial for ensuring job satisfaction among employees. This environment encompasses various elements aimed at providing a sense of safety, stability, and confidence in the workplace. Implementing robust security measures, both physical and digital, helps protect employees, assets, and sensitive information, fostering a sense of security. Additionally, clear policies and procedures related to safety protocols, emergency preparedness, and risk management reassure employees and empower them to navigate potential threats effectively. Regular training sessions on security best practices and incident response further equip employees with the knowledge and skills needed to mitigate risks and handle challenging situations (Labrague et al., 2022).

Financial Working Environment

Establishing a financial working environment conducive to job satisfaction involves several key components aimed at providing employees with stability, fair physical working environment, and opportunities for growth. Fair and competitive physical working environment packages that align with industry standards and recognize employees' contributions are essential for ensuring financial satisfaction. Additionally, transparent policies and practices related to salary, bonuses, and benefits build trust and confidence among employees. Opportunities for financial advancement, such as performance-based bonuses, merit increases, and career development programs, motivate employees to excel and contribute positively to the organization. Clear pathways for career progression and promotion encourage employees to invest in their professional growth and long-term success within the company. Financial stability within the organization, demonstrated through responsible financial management, sustainable growth strategies, and a strong financial position, instills confidence and security among employees (Agustin & Dharma, 2024).

CHAPTER-IV

RESULTS AND DISCUSSION

The results derived from data analysis are methodically presented to demonstrate their congruence with the study's aims. The analysis adheres to the research methodology delineated in the third chapter, meticulously organized based on the variety of tools and methodologies utilized to uncover the connections and significance between the data and the objectives. This chapter encompasses the examination of primary data and the subsequent discoveries derived from this analysis.

4.1 Result

4.1.1 Demographic Characteristics

This section included the general information of the respondent, including the information of their gender, age, work experience etc.

Table 3

Demographics Characteristics

Bank of Respondent	Frequency	Percent	Valid Percent	Cumulative Percent
Nepal Bank Limited	171	38.8	38.8	38.8
Kumari bank Limited	141	32.0	32.0	70.7
Everest bank Limited.	129	29.3	29.3	100.0
Total	441	100.0	100.0	
Gender of Respondent				
male	237	53.7	53.7	53.7
Female	204	46.3	46.3	100.0
Total	441	100.0	100.0	
Age Group of Participate				
Below 20 years	31	7.0	7.0	7.0
21-30 years	180	40.8	40.8	47.8
31-45 years	152	34.5	34.5	82.3

Above 46	78	17.7	17.7	100.0
Total	441	100.0	100.0	
Marital Status				
married	199	45.1	45.1	45.1
Unmarried	242	54.9	54.9	100.0
Total	441	100.0	100.0	
Service Year of Respondent				
1-3 years	162	36.7	36.7	36.7
4-6 years	115	26.1	26.1	62.8
more than 6 years	164	37.2	37.2	100.0
Total	441	100.0	100.0	

Source: *Appendix-1*

Table3 presents the demographic characteristics of the respondents, providing various details. For instance, in relation to the Commercial bank, the data reveals that Nepal Bank Limited respondents account for 171 individuals, comprising 38.8% of the total. Similarly, Kumari Bank Limited respondents amount to 141 individuals, constituting 32%, while Everest Bank Limited respondents total 129, and making up 29.3%. The table also outlines the gender distribution of the respondents, indicating that 237 are male and 204 are female. This represents 53.7% and 46.3% respectively. Moreover, the age demographics display four categories: below 20 years, 21-30 years, 31-45 years, and above 46 years. The data shows that 31 participants are below 20 years old, 180 fall within the 21-30 age group, 152 are aged 31-45, and 78 are above 46 years old. These figures translate to 7%, 40.8%, 34.5%, and 17.7% respectively, as proportions of the total. Regarding marital status, out of 441 respondents, 199 are married and 242 are unmarried, representing 45.1% and 54.9% respectively. Additionally, the table presents data on the service years of the respondents in Commercial banks, indicating that 162 have worked for 1-3 years, 115 for 4-6 years, and 164 for more than 6 years. These percentages correspond to 36.7%, 26.1%, and 37.2% respectively

4.1.2 Descriptive Statistics

Descriptive statistics serve as statistical tools to measure various variables, encompassing mean, median, minimum, maximum, standard deviation, and others. Through descriptive statistics, insights into the aspects of physical working environment, social working environment, secured working environment, financial working environment, and job satisfaction, which are all variables in the research, are unveiled.

Table 4

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	441	2.25	5.00	4.36	.4
Physical Working Environment	441	1.40	5.00	4.34	.53
Social Working Environment	441	1.80	5.00	4.39	.49
Secured Working Environment	441	1.50	5.00	4.35	.52
Financial Working Environment	441	1.75	5.00	4.21	.55
Valid N (listwise)	441				

Source: *Appendix* -1

Table 4 presents the descriptive statistics of various variables including physical working environment, social working environment, secured working environment, financial working environment, and job satisfaction. The data encompasses responses from 441 employees across three different commercial banks: Nepal Bank Limited, Kumari Bank Limited, and Everest Bank Limited. Regarding job satisfaction, the minimum, maximum, mean, and standard deviation values are 2.25, 5.00, 4.36, and 0.4 respectively. For the physical working environment, these values are 1.40, 5.00, 4.34, and 0.53 respectively. Similarly, for the social working environment, the minimum, maximum, mean, and standard deviation values are 1.80, 5.00, 4.39, and 0.49 respectively. The secured working environment exhibits minimum, maximum, mean, and standard deviation values of 1.50, 5.00, 4.35, and 0.52 respectively. Lastly, the financial working environment displays minimum, maximum, mean, and standard deviation values of 1.75, 5.00, 4.21, and 0.55 respectively.

4.1.3 Correlation Analysis

Correlation analysis is a statistical technique utilized to evaluate the strength and direction of the relationship between two sets of variables. In this research, the Pearson correlation coefficient is utilized, with values ranging from -1 to +1. A coefficient of exactly -1 indicates a perfect negative correlation, suggesting that two variables move in precisely opposite directions. The correlation analysis entails establishing correlations between the independent variables—physical working environment, social working environment, secured working environment, and financial working environment—and the dependent variable, job satisfaction, utilizing respondents' feedback and SPSS software for analysis.

Table 5

Correlation of Variables

		Job Satisfaction	Physical Working Environment	Social Working Environment	Secured Working Environment	Financial Working Environment
Job Satisfaction	Pearson Correlation	1				
Physical Working Environment	Pearson Correlation	.910**	1			
Social Working Environment	Pearson Correlation	.936**	.930**	1		
Secured Working Environment	Pearson Correlation	.931**	.995**	.956**	1	
Financial Working Environment	Pearson Correlation	.678**	.819**	.669**	.795**	1

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

Source: *Appendix-1*

Table 5 is the correlation table of variables which are taker under studies. Here three samples Commercial bank namely Nepal bank Limited, Kumari bank Limited and Everest bank Limited of 441 respondents are under the studies. The information provided by respondent to the questioner the correlation is calculated. The variables have following result.

The correlation between physical working environment and job satisfaction has positive correlation and its 0.91. The correlation is perfectly positive correlation. The correlation between physical working environment and job satisfaction is significant so the hypothesis is true because the significant value is 0.000 which is below then 0.001. It is called one percent level of significant.

The correlation between social working environment and job satisfaction has positive correlation and its 0.936. The correlation is perfectly positive correlation. The correlation between social working environment and job satisfaction is significant so the hypothesis is true because the significant value is 0.000 which is below then 0.001. It is called one percent level of significant.

The correlation between Secured working environment and job satisfaction has positive correlation and its 0.931. The correlation is perfectly positive correlation. The correlation between Secured working environment and job satisfaction is significant so the hypothesis is true because the significant value is 0.000 which is below then 0.001. It is called one percent level of significant.

The correlation between financial working environment and job satisfaction has positive correlation and its 0.678. The correlation is moderate positive correlation. The correlation between financial working environment and job satisfaction is significant so the hypothesis is true because the significant value is 0.000 which is below then 0.001. It is called one percent level of significant.

4.1.4 Multiple Regression Analysis

Multiple regression analysis primarily aims to forecast alterations in the dependent variable by considering fluctuations in the independent variables. It acts as a measure to evaluate the efficacy of multiple regressions in predicting results. The coefficient of determination in multiple regression signifies the extent to which the regression equation explains the variance in the dependent variables. This analytical method illuminates the complex interconnections among independent and dependent variables.

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947[a]	.897	.896	.12907

a. Predictors: (Constant), Financial Working Environment, Social Working Environment , Physical Working Environment , Secured Working Environment

Source: *Appendix-1*

Table 6 shows the model summary independent variable explain predictor are Financial working environment, Physical working environment, Secured working environment, Social working environment and dependent variable is job satisfactions. Here R square is 0.897 which represent the cumulative variation of the independent variable to the dependent variable. In percent the 89.7% is the variation of cumulatively to the job satisfaction from financial working environment, Physical working environment, secured working environment and social working environment. The stander error is 0.129 which is very less it means the calculation is accurate high.

Table 7

ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.430	4	15.858	951.855	.000
	Residual	7.264	436	.017		
	Total	70.694	440			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Financial Working Environment, Social Working Environment , Physical Working Environment , Secured Working Environment

Source: *Appendix-1*

Table 7 shows the AVOVA of variables for the topic of factor affecting job satisfaction in the Commercial bank of Nepal. The significant value is the 0.000 its represent the multiple regressions is strong and significantly impact by the independent variable to the dependent variable. The impact of the cumulative variable is significant because the significant value is 0.000 which is less than 0.05

Table 8

Coefficient of Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.041	.061		17.144	.000
	Physical Working Environment	-.760	.166	-1.023	-4.577	.000
	Social Working Environment	.203	.066	.249	3.090	.002
	Secured Working Environment	1.335	.215	1.733	6.213	.000
	Financial Working Environment	-.021	.022	-.029	-.954	.340

a. Dependent Variable: Job Satisfaction

Source: *Appendix-1*

Table 8 shows the coefficient of variables. The variables are Job satisfaction is the dependent variable and physical working environment, social working environment, secured working environment and financial working environment as independent variables. Under coefficient table the beta standard error significant value is explain each of the independent variable to the dependent variable. It means all of the independent variable impact to the dependent variables.

The physical working environment and job satisfaction has beta of negative 0.76. The beta represent if change in 1 percent in the physical working environment then the job satisfaction is impacted negatively 0.76. The standard error is the 0.166 which is very low it means the accuracy of the calculation is high. The physical working environment impact to the job satisfaction is significant because the significant value is 0.000 which is less than 0.05. The physical working environment is significantly impact to the job satisfaction.

The social working environment and job satisfaction has beta of positive 0.203. The beta represent if change in 1 in the physical working environment then the job satisfaction is impacted positive 0.203. The standard error is the 0.066 which is very low it means the

accuracy of the calculation is high. The social working environment impact to the job satisfaction is significant because the significant value is 0.002 which is less than 0.05. The social working environment is significantly impact to the job satisfaction.

The secured working environment and job satisfaction has beta of negative 1.335. The beta represent if change in 1 in the secured working environment then the job satisfaction is impacted positive 1.335 percent. The standard error is the 0.215 which is very low it means the accuracy of the calculation is high. The secured working environment impact to the job satisfaction is significant because the significant value is 0.000 which is less than 0.05. The secured working environment is significantly impact to the job satisfaction.

The Financial working environment and job satisfaction has beta of negative 0.021. The beta represent if change in 1 percent in the Financial working environment then the job satisfaction is impacted negatively 0.021 percent. The standard error is the 0.022 which is very low it means the accuracy of the calculation is high. The Financial working environment impact to the job satisfaction is not significant because the significant value is 0.34 which is more than 0.05. The financial working environment is not significantly impact to the job satisfaction.

4.1.5 Hypothesis Testing

The hypothesis testing result based result is presented in the below table.

Table 9

Summary of hypothesis result

Statements	Remarks
There is a significant positive relationship between the physical Working Environment and job satisfaction among employees in Nepalese commercial banks.	Accepted
There is a significant positive relationship between Social Working Environment and job satisfaction among employees in Nepalese commercial banks.	Accepted
There is a significant positive relationship between Secured Working Environment and job satisfaction among employees in Nepalese commercial banks.	Accepted
There is a significant positive relationship between Financial Working Environment and job satisfaction among employees in Nepalese commercial banks.	Accepted

Source: *Appendix 2*

4.2 Discussion

The first objective of research is to analyze the relationship between Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction in Nepalese Commercial Banks. It is found that the correlation between physical working environment and job satisfaction has positive correlation, is significant so the hypothesis is true and it is called one percent level of significant. The result is consistence with the result of Dhakal, (2023) and it is also the consistence with Gautam, (2016). The correlation between social working environment and job satisfaction has perfectly positive correlation, is significant so the hypothesis is true and it is called one percent level of significant. The result is consistence with the result of Chalise & Paudel, (2024) and it is also the consistence with Raziq & Maulabakhsh, (2015). The correlation between Secured working environment and job satisfaction has perfectly positive correlation, is significant so the hypothesis is true and it is called one percent level of significant. The result is consistence with the result of Chowdhury, (2023) and it is also the consistence with Silwal, (2021). The correlation between financial working environment and job satisfaction has moderate positive correlation, is significant so the hypothesis is true and it is called one percent level of significant. The result is consistence with the result of Karamanis, Arnis & Pappa, (2019) and it is also the consistence with Sriadmitum, (2023).

The second objective of research is to examine the impact of Physical Working Environment, Social Working Environment, Secured Working Environment, and Financial Working Environment to the Job Satisfaction in Nepalese Commercial Banks. It is found that the physical working environment to the job satisfaction has impacted and it is significant. The result is consistence with the result of Mawardi, (2022) and it is also the consistence with Sriadmitum, (2023). The social working environment is significantly impact to the job satisfaction. The result is consistence with the result of Vohra, Ozyeşil & Aktürk, (2022) and it is also the consistence with Tegor et al., (2023).The secured working environment is significantly impact to the job satisfaction. The result is consistence with the result of Zarnuji, (2023) and it is also the consistence with Biswakarma, (2018). The financial working

environment is not significantly impact to the job satisfaction. The result is consistence with the result of Dhakal, (2023) and it is also the consistence with Labrague et al., (2022).

CHAPTER-V

SUMMARY AND CONCLUSION

The summary and conclusion are two essential components that serve different purposes but work together to provide a cohesive ending to a piece of work. Here's a breakdown of each: The summary is a condensed version of the main points, arguments, and findings presented in the paper or document. It typically appears at the end of a document, just before the conclusion. The purpose of the summary is to give readers a quick overview of what the document is about and what it has achieved. The conclusion is the final section of a document where the writer reflects on the findings, discusses their implications, and offers insights or recommendations. Unlike the summary, which simply restates what has been said earlier, the conclusion provides a deeper analysis and interpretation of the content. In the conclusion, the writer may also suggest areas for further research or propose solutions to any problems identified in the document.

5.1 Summary

Employee job satisfaction is pivotal for organizational success and productivity. Content employees are more likely to exhibit higher levels of engagement, motivation, and commitment to their work, resulting in improved overall performance for the organization. Various factors influence employee satisfaction, including the physical working environment, which plays a significant role in shaping employees' experiences. A well-designed and conducive physical workspace promotes productivity, creativity, and well-being among employees. Additionally, a supportive social working environment is crucial for fostering job satisfaction and employee well-being. Open communication channels where employees can freely express their thoughts and ideas without fear of judgment contribute to a positive work environment. Moreover, a secured working environment is essential for ensuring employee job satisfaction, providing a sense of safety, stability, and confidence in the workplace. Furthermore, the financial working environment is a significant motivator for employees, as it encompasses elements such as stability, fair compensation, and opportunities for growth, all contributing to job satisfaction. On the basis of the conceptual and fundamental background

the study is conducted on “working environment and job satisfaction commercial banking employees in Nepal”.

The objectives of study are to analyze the relationship between Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction in Nepalese Commercial Banks and to examine the impact of Physical Working Environment, Social Working Environment, Secured Working Environment, and Financial Working Environment to the Job Satisfaction in Nepalese Commercial Banks. The objectives are set because of the research problems and they are in the question firm; they are; is there any relationship between Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment and Job Satisfaction in Nepalese Commercial Banks? Do there any impact of Physical Working Environment, Social Working Environment, Secured Working Environment, and Financial Working Environment to the Job Satisfaction in Nepalese Commercial Banks? Rationale behind this study is, the findings of this study hold significant practical implications for managerial decision-making and human resource management practices within Nepalese commercial banks. By identifying the key determinants of job satisfaction and understanding their impact on employee motivation and retention, bank management can develop targeted interventions and strategies to enhance the working environment and promote job satisfaction among employees. The research article are collected from the google scholars and research article reviewed in both international and national context. The research design is casual comparative research design. The independent variables of the research are physical working environment, social working environment, secured working environment, financial working environment and dependent variable is job satisfaction all variables. The total number of respondent are 441 employee of the different three commercial bank. They are Nepal Bank Limited, Kumari bank Limited and Everest bank Limited. Correlation and multiple regression analysis is conducted. The result of the research is that the Physical Working Environment, Social Working Environment, Secured Working Environment and Financial Working Environment positive and significant relationship to the Job Satisfaction in the commercial bank in Nepal. The impact of Physical Working Environment, Social Working Environment, and Secured Working Environment to the job

satisfaction is significant. The impact of Financial Working Environment to the job satisfaction is not significant and negative.

5.2 Conclusion

The first objective of research is to analyze the relationship between physical working environment, social working environment, secured working environment, financial working environment and job satisfaction in Nepalese commercial banks. It is found that the physical working environment, social working environment, secured working environment and financial working environment positive and significant relationship to the job satisfaction in the commercial bank in Nepal. In conclusion the relationship between working environment and job satisfaction is positive and significant.

The second objective of research is to examine the impact of physical working environment, social working environment, secured working environment, and financial working environment to the job satisfaction in Nepalese commercial banks. It is found that the impact of physical working environment, social working environment, and secured working environment to the job satisfaction is significant. The impact of financial working environment to the job satisfaction is not significant and negative. In conclusion the impact of physical working environment, social working environment, secured working environment, and financial working environment to the job satisfaction in Nepalese commercial banks is significant.

5.3 Implications

The working environment holds significant sway over employee attitudes, behaviors, and overall job satisfaction levels. Elements such as organizational culture, social working environment styles, physical workspace conditions, and opportunities for professional growth profoundly impact how employees perceive their work environment. Considering Nepal's distinct socio-cultural and economic landscape, marked by rapid technological advancements, regulatory shifts, and market competitiveness, it becomes imperative to scrutinize how these contextual factors interact with the working environment to influence job satisfaction within Nepalese commercial banks.

This research initiative addresses a notable void in existing literature by focusing specifically on Nepalese commercial banks. While numerous studies delve into job satisfaction and

working environments globally, empirical investigations targeting the Nepalese banking sector are scarce. By undertaking a comprehensive study tailored to Nepal's unique context, this research aims to offer insights directly pertinent to the challenges and opportunities confronting commercial banks in the country.

The findings from this study carry significant implications for managerial decision-making and human resource management practices within Nepalese commercial banks. By identifying the key determinants of job satisfaction and understanding their impact on employee motivation and retention, bank management can devise targeted interventions and strategies to enhance the work environment and bolster employee satisfaction. Implementation of such measures could lead to heightened employee morale, improved productivity, and decreased turnover rates, ultimately contributing to the banks' overall success and sustainability.

Moreover, the insights gleaned from this study serve as valuable reference points for future researchers in both academic and professional realms. With a deeper comprehension of the factors influencing job satisfaction in the banking sector, researchers can build upon this knowledge to explore related domains, propose innovative solutions, and contribute to ongoing efforts aimed at enhancing organizational practices and employee well-being.

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APPENDICES

Appendix 1: Survey Questionnaires

March- April, 2024

Dear Respondent,

I am conducting this questionnaire survey for an academic research as required by the MBS program. The title of my research is "factors affecting employee retention in Nepalese commercial banks". I would to like to state that this research is purely for an academic propose and I am simply interested in yourself and honest answer. I assure you that strict confidentiality will be maintained and the information furnished by you will be used only for academic purpose.

Thank You for Your Cooperation.

Krishma Thapa

MBS Student

Shanker Dev Campus, Kathmandu

Part I: BIO DATA

Fill Your Answer in the appropriate box.

1. Choose the companies which you are belong.

a) Nepal Bank Limited

b) Kumari bank Limited

c) Everest bank Limited.

2. Gender

a. Male [ ] b. Female [ ]

3. Age

a. Below 20 years [ ] b. 21 -30 years [ ] c. 30-45 years [ ] d. 46 and above

4. Marital status

a. Married [ ] b. Unmarried [ ]

5. How long you have serviced in the Banks?

A. 1-3years [ ] b. 4-6years [ ] c. More than 6years [ ]

Part II

Below are several statements about you with which you may agree or disagree. Using the response scale below, indicate your agreement or disagreement with each item by choosing the appropriate number. Please give your responses as follows

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

A) Physical Working Environment

Questions	1	2	3	4	5
Peaceful Physical Working Environment helps in Job Satisfaction.					
A favorable Physical Working Environment is the reason of job satisfaction.					
You are confront in the job place.					
Your job place is suitable for your body requirement.					
You're working place as much facilitated as you're required.					

B) Social Working Environment

Questions	1	2	3	4	5
Your manager is familiar to the employee of your job place.					
The communication between the staff is easily done in your job place.					
The helpful behaviour have to your office staff.					
You consult your working environment issue to your manager and other staff.					
Your consulting issue at job place is action by your superior and other staff.					

C) Secured Working Environment

Questions	1	2	3	4	5
You are in the job because your securities related to the futures.					
You cannot dismiss from your job without asking to you.					
You can gain easily money from this job than other.					
You got future scheme and insurance etc. from this employer.					

D) Financial Working Environment

Questions	1	2	3	4	5
Your salary is enough for your life.					
You are happy from your employer pay.					
You got extra bonus from the job.					
You salary is each year increment which is very nice at your place.					

E) Job Satisfaction

Questions	1	2	3	4	5
You are enjoy your job.					
You want to stay in this job still retirement age.					
You are not trying to other place for job applications.					
You are happy to your job.					

Thank you for your participation. Hope you have a great day!!!

Appendix 2: SPSS calculation

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	441	2.25	5.00	4.3622	.40083
Physical Working Environment	441	1.40	5.00	4.3456	.53947
Social Working Environment	441	1.80	5.00	4.3905	.49027
Secured Working Environment	441	1.50	5.00	4.3571	.52033
Financial Working Environment	441	1.75	5.00	4.2166	.55328
Valid N (listwise)	441				

Correlations

		Job Satisfaction	Physical Working Environment	Social Working Environment	Secured Working Environment	Financial Working Environment
Job Satisfaction	Pearson Correlation	1	.910**	.936**	.931**	.678**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	441	441	441	441	441
Physical Working Environment	Pearson Correlation	.910**	1	.930**	.995**	.819**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	441	441	441	441	441
Social Working Environment	Pearson Correlation	.936**	.930**	1	.956**	.669**

	Sig. (2-tailed)	.000	.000		.000	.000
	N	441	441	441	441	441
Secured Working Environment	Pearson Correlation	.931**	.995**	.956**	1	.795**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	441	441	441	441	441
Financial Working Environment	Pearson Correlation	.678**	.819**	.669**	.795**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	441	441	441	441	441

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947[a]	.897	.896	.12907

a. Predictors: (Constant), Financial Working Environment, Social Working Environment , Physical Working Environment , Secured Working Environment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.430	4	15.858	951.855	.000[b]
	Residual	7.264	436	.017		
	Total	70.694	440			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Financial Working Environment, Social Working Environment , Physical Working Environment , Secured Working Environment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.041	.061		17.144	.000
	Physical Working Environment	-.760	.166	-1.023	-4.577	.000
	Social Working Environment	.203	.066	.249	3.090	.002
	Secured Working Environment	1.335	.215	1.733	6.213	.000
	Financial Working Environment	-.021	.022	-.029	-.954	.340

a. Dependent Variable: Job Satisfaction

Name of Banks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nepal Bank Limited	171	38.8	38.8	38.8
	Kumari bank Limited	141	32.0	32.0	70.7
	Everest bank Limited.	129	29.3	29.3	100.0
	Total	441	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	237	53.7	53.7	53.7
	Female	204	46.3	46.3	100.0
	Total	441	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years	31	7.0	7.0	7.0
	21-30 years	180	40.8	40.8	47.8
	31-45 years	152	34.5	34.5	82.3
	Above 46	78	17.7	17.7	100.0
	Total	441	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	199	45.1	45.1	45.1
	Unmarried	242	54.9	54.9	100.0
	Total	441	100.0	100.0	

How long you have serviced in the Banks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	162	36.7	36.7	36.7
	4-6 years	115	26.1	26.1	62.8
	more than 6 years	164	37.2	37.2	100.0
	Total	441	100.0	100.0	

WORKING ENVIRONMENT AND JOB SATISFACTION OF COM...

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ABSTRACT The objectives of study are to analyze the relationship between

Physical Working Environment, Social Working Environment, Secured Working Environment, Financial Working Environment 1

and Job Satisfaction in Nepalese Commercial Banks and to examine the impact of 9

Physical Working Environment, Social Working Environment , Secured Working Environment, and Financial Working Environment to the Job Satisfaction in 2

Nepalese Commercial Banks. The findings of this study hold significant practical implications for managerial decision-making and human resource management practices within Nepalese commercial banks. By identifying the key determinants of job satisfaction and understanding their impact on employee motivation and retention, bank management can develop targeted interventions and strategies to enhance the working environment and promote job satisfaction among employees. The research article are collected from the google scholars and research article reviewed in both international and national context. The research design is casual comparative research design. The independent variables of the research are

physical working environment, social working environment, secured working environment, financial working environment 1

and dependent variable is job satisfaction all variables.The total number of respondent are 441 employee of the different three commercial bank. They are Nepal Bank Limited, Kumari bank Limited and Everest bank Limited. Correlation and multiple regression analysis is conducted. The result of the research is that the

Physical Working Environment, Social Working Environment, Secured Working Environment and Financial Working Environment 1