

CHAPTER – I

INTRODUCTION

1.1 Background of the Study

Taylor (1871) was the first scholar who defined culture. He claimed that culture is “that complex whole which includes, knowledge, beliefs, art, moral, law, custom and any other capabilities and habits acquired by man as a member of society”. Organizational culture is the combination of expectation of organization, experiences, philosophy, and values. Organizational culture is also called corporate culture. Organizational culture provides a framework with respect to the behavior of employees in their workplace. Organizational culture influences on performance and productivity of organization. The positive organizational culture ensures that employees are satisfied with their jobs and remain loyal to the organization. People are must interested in staying with a company with an organization. Strong culture helps to reduce the conflict within the organization. Strong culture fastens the connection among members, help them to share common understanding for an issues and values, choose and orient their action in the same orientation. Strong culture improves the working environment to be comfortable and healthy.

Organizational culture is an invisible but powerful force that influences that behavior of the member of that group. Every organization has its own culture. The employee performance would be considered as backbone organization as it leads to its development effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization (Brooks, 2006). The idea of organizational or corporate culture has been identified as an important aspect of organizational behavior and as a concept that is useful in helping to understand how organization function, (Kristof, 1996). Organizational culture involves all organizational members, originates, and develops at all hierarchical levels, and is founded on a broad- based history that is realized in the material aspects (or artifacts) of the organization (e.g. its name, products, buildings, logos and other symbols, including its top managers). Thus, the concept of organizational culture includes

material aspects central to the marketing based concept of corporate identify. However, while studies of corporate identify focus on how these material aspects, express the key idea of the organization to external constituencies, studies in organizational culture address how they are realized and interpreted by organizational members.

Organizational culture motivates to employees for new innovation, good product quality and creative thinking. It helps to face global competition, changing patterns of technology and environment. It teaches every members of organization how behave to stakeholder of organization through organizational behavior. Organizational culture directly affects organization and its employees and its helpful in to determine and develop employee turnover and job performance. Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. The culture gives a sense of collective identify to all the employees in the organization, it creates values and beliefs, that go beyond the personal aspiration of the employees. When employees behavior and decision are guided by the culture, their actions are better understood by the management. Organizational culture factors are important to establish a strong working environment, a better human relation which motivates employees to perform duties and put their maximum output towards achievement of organizational goal along with their personal objective. A strong work culture and organizational culture play a major role in development of any organization and provide strength to faces global challenges, changing environment and cut-throat competition. A healthy culture is the sign of healthy organization.

1.2 Statement of the Problem

Every organization is affected by its culture and every organization has a different culture. Organizational culture affects the employee's performance and productivity of organization in a tremendous way. A problem culture in this regard may be characterized with following features: fear of change, manager do not lead, weak of leadership development program.

In order for NRB to achieve its vision and mission, it is important that its started values which includes professionalism, innovation, responsiveness, passion and integrity be put into consideration and taken good care of by incorporating them to enhance performance of employees. The major problem is the effect of the set cultural values, norms and beliefs in the general performance of the firm as failure to properly incorporate them has hindered effective employee's performance. There is no strong emphasis of the vision, mission and core values from the management team.

Onyambu (2013) examined organizational culture change at Kenya power and lighting company limited and found out that organizational culture change process was championed by a team of change agents or ambassadors drawn from formal and informal structures of the organization and supported by top management. None of the studies reviewed above focused on the influence of organizational culture on the performance of employees at NRB. Studies done on organizational culture have focused on linking employee performance to organizational culture without looking at influence of culture to performance of employees. This research hence wanted to fill the research gap by answering these research questions.

- 1) What is the organizational culture exist?
- 2) What is the status of employee performance in Nepal Rastra Bank?
- 3) Is there is relationship between employee performance and organizational culture?

1.3 Purpose of the Study

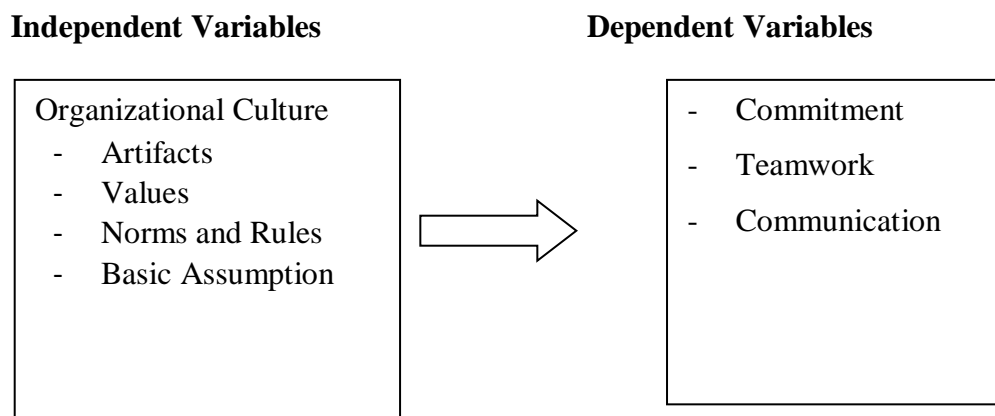
The general objective of this study is to find out organizational culture in NRB and its qualitative performance of employee. The specific objectives of the study are given below:

- 1) To identify the organizational culture.
- 2) To identify the employee's performance position.
- 3) To examine the culture effect on employee's performance.

1.4 Theoretical Framework

The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. It is logically developed and elaborated network of associations among the variables that have identified through processes such as interviews, observations and literature survey. It refers to how the researcher or writer of the report not only questions, but ponders and develops thoughts or theories on what the possible answers could be, then this thoughts and theories are grouped together into themes that frame the subject. It is the process of identifying a core set of connectors within a topic and showing how they fit together. This research study is guided by the following theoretical framework in the context of organizational culture in NRB, from a qualitative employee performance perspectives. The chief purpose of the research is to examine the relationship between organizational culture which includes artifacts, values norms and rules and basic assumptions and qualitative employee performance of the NRB. Here artifacts, values, norms and rules are independent variables and commitment, communication and teamwork are dependent variables. It examines the following hypothesis:

Figure: 1.1



- (H₁) = There is a significant relationship between artifacts and communication.
- (H₂) = There is a significant relationship between artifacts and teamwork
- (H₃) = There is a significant relationship between artifacts and commitment.
- (H₄) = There is a significant relationship between values and communication.
- (H₅) = There is a significant relationship between values and teamwork.
- (H₆) = There is a significant relationship between values and communication.
- (H₇) = There is a significant relationship between norms and rules and commitment.
- (H₈) = There is a significant relationship norms and rules and teamwork.
- (H₉) = There is a significant relationship between rules and norms and communication.
- (H₁₀) = There is a significant relationship between basic assumption and communication.
- (H₁₁) = There is a significant relationship between basic assumption and teamwork.
- (H₁₂) = There is a significant relationship basic assumption and commitment.

1.5 Significance of the Study

Organizational culture occupies an important concept for a few reasons. First, understanding the culture of an organization may be helpful for applicants. They may have a better idea about whether they would like to work for a company. Second, understanding culture of an organization may help in training new employees. Third, understanding organizational culture may help leaders to identify possible sources of problems in the organization. Organizational culture is an important component in the field of organizational behavior and ethics. This study will create more insight and greater need for organizational members to better understand the context of organizational culture and its effect employees performance. More significance of this research is to organization under study and more importantly all public organization to appreciate the phenomenon of culture and its effect on employee performance and organizational efficiency.

The organizational culture of the workplace controls the way employees behave amongst themselves as well as with people outside the organization. Culture includes

expectation, experience, philosophy and values they carry along and express the self-image of its inner work.

1.6 Limitation of the Study

Every organization has its own limitations. The main focus of this study will be point out the qualitative performance of employee and its analysis of organizational culture. But conclusion is based on the available information of employees which might not be perfectly correct in reality. However, following are the limitation of the study:

- This research considered only four components which are not sufficient to analysis for qualitative performance of employee.
- The accuracy of the research work be depend on the data provided by employees of Nepal Rastra Bank
- Lack of sufficient Statistical tools for analysis of data
- Lack of sufficient sample size, take only one public enterprises.

1.7 Organization of the Study

Chapter I: Introduction

This chapter will consist the study will introduction, which include the basic information of the area, various problems, objectives, importance, limitations and organization of the study with the subject matter consisting of historical development of NRB.

Chapter II: Literature Review

The second chapter of the study assures readers that they are familiar with important research that has been carried out in similar areas by earlier scholars in related areas. It also establishes that the study link in chain of research that in developing and emerging knowledge about concerned field.

Chapter III: Research Methodology

The third chapter describes the research methodology uses in carrying out the present research. It deals with the research design, source of data, data processing procedures, population and sample, period of the study, method of analysis tools.

Chapter IV: Data Presentation Analysis

This chapter is the main part of this study. In this chapter all the data will collect for the purpose of analysis are presentation, analysis and interpretation by using various tools and techniques.

Chapter V: Summary, Conclusion and Recommendation

The last chapter will concern with the summary of the study, conclusion of the study various suggestions and recommendations for the improvements of the future performance.

CHAPTER – II

LITRATURE REVIEW

A literature review survey books, scholarly articles, and any other sources relevant to a particular issue, area of research, or theory, and by so doing, provides a description, summary, and critical evaluation of these works in relation to the research problem being investigated. Literature reviews are designed to provide an overview of source you have explored while researching particular topic and to demonstrate to your readers how your research fits within a larger field of study.

2.1 Conceptual Review

An anthropologist, Edward B. Taylor(1871) defines as organizational culture: “as complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by [a human] as a member of society”. Tunstall(1985) defines Culture is the amalgam of shared values, behavior patterns, mores, symbols, attitudes and normative ways of conducting business that differentiate one organization from all others. Henry Mintzberg on culture “Culture is the soul of the organization- the beliefs and values, how they are manifested. I think of the structure as the skeleton, and as the flesh and blood. And culture is the soul that holds the think together and gives life forces”. Hager (2011) Culture consists many elements such as : customs and habits, languages, religion moral standards, values, opinion and lifestyles, education, arts, and social institutions (family, school, policies, etc....)

Needle (2004) Organizational culture represents the collectives values, beliefs and principles of organizational members and is a product of factors such as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization’s visions, values, norms, systems, symbols, languages, assumptions, environment, location, beliefs and habits. Nelson & Quick (2011) Organizational culture has the four functions gives members a sense of identity, increase their commitment, reinforces organizational values and serves as the

control mechanism for shaping behaviour. Louis(1980) organizational culture as a set of understandings or meaning shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members.

Kerr., J., & Slocum, J.W., Jr.(2005) The values and beliefs of organizational culture which were shared among different management departments and managers were forced to gain advantage from them come under countercultures. Culture has subcultures. Schein (1995) Subcultures are defined as organizational segments with different set of norms, values and beliefs on basis of geographical areas, job requirements and departments goals. Deal and Kennedy (1982) The same type of values and beliefs which an employee holds in culture must be considered strong. The beliefs and values when organizational were considered strong when employee embraces greater part of culture.

Stafford & Miles (2013) & Hofstede (2010) Organizational culture is a system of shared assumptions, values, and beliefs , which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they act and perform their jobs. Organizational culture is argued to be unique to every organization and is widely agreed of compose of seven key characteristics commonly know as the organizational orientations. These include organizational orientations, and rules.

Strong organizational culture give positive effect on the performance of employee(Martins & Martins, 2003) The rules must be vital for employee. The policies, actions and goals planned by high authority, they all depends on attitude of employee then organization must get benefits with it. Weak culture is opposite to strong culture, an employee does not share their ideas, beliefs, values and norms (O' Reilly et al, 1991). Weak culture give negative effect on employees they are openly connected to enlarged earnings(Harrison, 1993). Culture affects the behaviours of the member in its society. So a strong organizational culture would clearly influence the ways employees behave in the firm. That is to say the organizational culture may generate competitive advantages for the organization by enhancing employees'

performance and cooperation with each other. Besides that, a strong culture helps to reduce the conflict within the organization, to dispatch, control and motivate employees. (Dawson, 2010, Schein, 2010, Mckenna, 2012).

Firstly, a strong culture fastens the connection among members, helps them to share the common understanding for an issues and valuate, choose and orient their action in the same orientation. When there is a risk of confliction on the organization, the shared norms and values are the elements to unite people, help them to evaluate the situation correctly and behave properly.

Secondly, Organizational culture dispatches and control members' behaviours by the standards, procedures, regulation etc. In addition, the culture helps to narrow down the area to consider during decision making process because a decision gains the effect only when it matches the culture to get the members' approval.

On the other hand, organizational culture helps the members to gain a clear view of the task's target and orientation. A strong culture also creates good relationship among members as they share common understanding and interest. It improves the working environment to be comfortable and healthy. When an organization is successful in building a strong culture. It creates the employee's faithfulness to the firm, which makes the members feel proud of the organization. (Dawson, 2010).

Azhar K(2003): Organizational culture is the set of important assumption- often unstated- that members of an organization share in common. There are two major assumptions in common, beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for. When beliefs and values are shared in an organization, they create organizational culture. Schein(1990) states that organizational culture consists of two layer of concepts, namely, visible and invisible characteristics. The visible layer means external cbuilding, clothing, behaviour mode, regulations, stories, myths, language, and rites. On the other hand invisible layer means common values, norms, faith, and assumption of business organizational members. Culture has emerged as one of the crucial and popular concept in the field

of organizational behaviour and human resources management in the recent year(Nazir, 2005 and Ogbanna et al. 2000)

William J. Tiemey(1988): organizational culture is that internal dynamic that has its roots in the history of the organization, and derives its forces from the values, processes, and goals held by those most intimately involved in the organization's working. An organization's culture is reflected in what is done, how it is done+, and who is involved in doing it. It concerns decisions, actions and communication both on the instrumental and symbolic level.

Subcultures:

Nationally and hierarchical position are considered important factors when shaping the culture of an organization. They can contribute to the shaping of several groups with their own unique culture, even though they belong to the same organization overall. These groups and their unique cultures are called subcultures within the organization(Hofstede, 1983). Studies have shown that nationality does matter when studying organizational culture. Emphasized the recognition of other subgroups in organizations as well. According to the authors, other factors may have contributed to the existence of subgroups which were rooted in people bringing their history and cultural relationships with them to their job. Hence, an organization consists of many subcultures based on profession, nationality, previous work history, location, gender and age.(Helmreich & Merritt, 1998).

Hofstede did go closer into cultural differences in organizations by studying distinct subcultures in an organization. He emphasized the different levels organization can be studied at. Whether studying culture at the level of an entire cooperation, a national subsidiary, a product/ market division (national and international), a geographic location(such as plant or laboratory), a single workgroup or a hierarchical level (such as management versus workers)(Hofstede 1998).

Differentiation by hierarchical level mentioned by schein(2004), could also be leading to the creation of subcultures. The interaction and shared experience among the

members of a given level provide an opportunity for the formation of common assumptions- a subculture based on the rank and status. The strength of such shared assumptions will be function of the relative amount of interaction and the intensity of the shared experience that the members of that level have with each other as contrasted with the member of other level.

2.1.1 Components/ Elements/ Levels of Organizational Culture

Artifacts

Schein(2004) The first level called is ‘artifacts’ and is the most visible level. It includes everything one see, here or feel when encountering a new group of people, such as the language, the environment, the technology, the architecture or the observable . ‘Artifacts’ also include process within the group. They are represented in clothing, manners of address, stories told about the organization, its published list of values as well as ceremonies. As various observers report on different sorts of artifacts, it become almost impossible to compare the descriptions. As point out anthropologists have attempted to develop classification systems, but these are inclined to be so infinite and detailed that cultural essence become difficult to decrypt. Furthermore, it is clear that the meaning of artifacts become easy to understand for someone who lives in group long enough. If however, one seek to achieve such level of understanding more speedily. One can only attempt to analyze the norms and rules that govern the day -to- day operating principles by which the members of the group are guided in the behaviour, which leads to the second level of schein’s model of culture.

Espoused Values

Schein (2004) The second level is ‘espoused values’ and contains all values, norms and rules that provides day-to –day operating principles by which the members of the group are guided in their behaviour. Every group or organization reflect the assumptions, beliefs, and values about what is right or wrong as well as what will work or not, of someone mainly the founder . Those individuals, commonly

identified as leaders or founders, influence the group to adopt a certain approach to problems, but the group does not have a common understanding or shared knowledge yet. Initially, it is only a proposition from the leader but it is only after some mutual action and joint observation of the successful outcomes of the action that the proposal is transformed into a shared belief or value and ultimately into an assumption. The shared belief will be transformed into a shared assumption if action continues to be perceived as successful. If this transaction process occurs, the group tends to forget that the belief or value was initially just a proposal to be debated (Schein, 2004). Nevertheless, not all beliefs and values undergo such transformation, firstly, because the solution to a given value may not work reliably and secondly, these beliefs may not be testable at all, as aesthetic or moral concerns, for example. In these cases, social validation is possible, as Schein (2004) claims. Social validation means “certain values are confirmed only by the shared social experience of a group” (Schein, 2004, p.29). In other words, certain beliefs or values are taken for granted simply out of mutual understanding and experience. Moreover, beliefs and values at this level of culture predict much of the behaviour that can be observed at the previous level, the artifacts. Nevertheless, as Schein (2004) stated, if the values are not based on prior learning, then they may only be espoused theories. Espoused theories are things people say they will do, but do not do in the actual situations. Thus, a company may be bragging about its high quality products, but its records show contradictions in that regard (Schein, 2004). Espoused beliefs and values often leave us with a vast amount of behavioural patterns unexplained, “leaving us with a feeling that we understand a piece of the culture but still do not have the culture as such in hand” (Schein, 2004, p.30).

Norms

Norms are general rules or patterns of behaviour of groups of members, and become elements of the organization's culture when they are shared throughout an organization. (Martin et al., 2004 & Martin, 2001). An example of norms with public sector could include the selected local municipality setting specific behavioural standards for employees, for instance smiling and making eye contact when talking to customer(

Martin, 2001). Norms can be seen as standard expectations about what are appropriate attitudes and behaviours within an organization. Individuals enter into the organization and are introduced to the organization's cultural norms and are expected to follow them (O'Reilly, 1989 & Sathe, 1983).

Basic Underlying Assumptions

The 'basic underlying assumption' governs the core of the organizational culture model and consists of unconscious beliefs that are taken for granted. Beliefs about the environment, human nature, organization and people's relationship to each other are parts of the basic underlying assumptions (Schein, 2004). These beliefs underlie and govern everything we do. 'Basic underlying assumptions' are non-debatable and non-confrontable, making them difficult to change. Schein (2004) states that, "basic assumptions, in the sense in which I want to define that concept, have become so taken for granted that one finds little variation within a social unit. This degree of consensus results from repeated

Success in implementing certain beliefs and values, as previously described" (Schein, 2004, p.31). This means, as previously stated, that a shared belief or value becomes taken for granted and any other behaviour will be perceived as being inconceivable if it is repeatedly showing successful outcomes. For example, in engineering it is unimaginable to intentionally design something that is unsafe, as it is taken for granted that things should be safe. As Schein (2004) stated, it is equally important that our minds need cognitive stability; therefore any questioning or challenging of a basic assumption will release anxiety and defensiveness. This is why we perceive the events around us as congruent with our assumptions, even if we therefore falsify the situation. According to Schein (2004) this shows the ultimate power of culture, as our basic assumptions define how we react emotionally to what is going on, what actions to take in various kinds of situations with people

Who shared different assumptions, as we are likely to misinterpret or misperceive their actions (Schein, 2004).

2.1.2 Types of Organizational Culture

Below, the four culture types will be analyzed.

Human Relation Model (Group culture): The group cultural can be identified with an internal focus and high flexibility. It has a primary concern with human relations. The goal is to maintain group in an organization. In the group culture there are also a few core values, such as trust, belonging, and participation. The primary factors of motivation include membership, cohesiveness, and attachment. On the other hand there also a few key issues for the leaders. The leaders/managers facilitate the team work of employees. The criterion for effectiveness in this culture is to develop human potential and commitment of the members/ employees (Dension et al., 1991; Gregory et al, 2009).

Open Systems model (Developmental Culture) : The development culture has a primary focus on the external environment. This culture hopes by changing and adapting the external environment that the organizational growths. Growth and creativity are key motivating factors in this model. The leaders in this organization culture tend to be entrepreneurial and idealistic. They are ready to take risks and are able to develop a vision with a view at the future and with creativity as a key aspect of their employees. The organization hopes to obtain new resources (Dension et al, 1991; Gregory et al., 2009).

Rational Goal Model (Rational Culture): In the rational culture is goal attainment an important values, because it represents a form of controlling the actions of the employees. The motivating factors of this culture are competition and to attain predetermined ends. The leaders in this culture tend to be directive, targeting and functional. They are providing the structure of the organization and are encouraging the productivity of the employees (Dension et al., 1991).

Internal Process Model (Hierarchical Culture): The hierarchical culture underlines coordination, education, uniformity, and internal efficiency.

This type focuses on internal organization stability. The motivating factors for this orientation are orders , security, regulations, and rules (Dension et al ., 1991).

| Culture Type | Cameron & Freeman (1991) | Competing Values Framework |
|--------------|--------------------------|---|
| 1 | Clan Culture | Human relation model(Group Culture) |
| 2 | Hierarchy Culture | Internal process model(Hierarchical culture) |
| 3 | Adhocracy Culture | Open system model(Development) |
| 4 | Market Culture | Rational goal model (Rational culture) |

2.1.3 Dimensions of the Organizational Culture

Akaah (1993) Stated one way to study organizational culture is by analyzing its dimensions. These dimension are related to the work environment in an organization. Wallach(1993) investigated organizational culture by means of three dimension; the innovative, the bureaucratic, and the supportive dimension. Silverthron(2004) Most organization are a combination of these aforementioned dimensions, but generally there is one dimension that is dominant in an organization. Below each dimension is explained with the typically characteristics.

Innovative dimension: Akaah (1993) The norms in the innovative dimension are challenge and risk tasking. Employees are free to try new ways of working without the fear to failure. Koberg and Chusmir (1987, p. 398) stated this culture is described by the objectives : ‘risk taking, result oriented, creative, pressurized, stimulating, challenging, enterprising, and driving. Berson et. al (2008) The most typical outcome in this culture is growth in sales, through the aforementioned characteristics.

Bureaucratic Dimension: Berson et al (2008) This dimension emphasis on efficiency, rules, and regulations and organizations with a high bureaucratic dimension will highlight and consistency and predictability though rules, procedures, and structures. Koberg and Chusmir(1987) It has clear lines of responsibility and authority. Adler and Borys(1996) showed that the characteristics of this dimension are formal, specialized, hierarchical, and inflexible.

Supportive Dimension: Koberg and Chusmin(1987) showed the supportive dimension is warm, trusting, sociable, friendly, and relationship oriented. The organization tends to be like a family for their employees. Berson et al. (2008, p. 617) stated that the work environments of the supportive dimension ‘is characterized by trust, safety, and an encouraging the collaborative atmosphere’. Managers, who work in such social group, create an open relationship with their employees. Akaah(1993) In an organization where the culture can be seen as a family, the employees feel committed to the organization. Consequently, employee’s obligation goes further than only salary. Furthermore, the members share the organizational values and beliefs through commitment to the organization.

2.1.4 Qualitative Performance of Employee

Cascio (2006) The degree of achievement to which an employee’s fulfill the organizational mission at workplace is called performance. Stannack (1996) and Barney(1991) Argue performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement transactional efficiency and effectiveness towards organizational goals. Richard (2002) Defines performance is a border indicator that can include productivity, quality, consistency, and so forth. On the other hand, performance measures can include results, behaviours (Criterion- based) and relative (Normative) measures, education and training concepts and instruments, including management development and leadership training for building necessary skills and attitudes of performance management.

Studies relating organizational culture to performance tend to differ in terms of the performance measures that are used, across the type of organization that are studied. This is not unexpected, as the performance measures generally relate to the extent to which goals relevant the specific organization are attained. Hence, the indicators used include indices of service Quality at hospitals(Argote, 1989). Magee(2002) argued that organizational culture is inherently connected to organizational practices which in turn influence performance. Organizational culture has the potential to enhance

organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter, 2012).

Lee and Yu(2004) noted that organizations that possessed a strong culture, exhibited by well- integrated and effective set of specific values, beliefs and behaviours, performed at high level of productivity. A number of researchers have argued that organizations can improve performance through adopting cultural values, which create excitement, specify expected behaviors of employees and enhance their productivity.

Raudan(2008): observe that, a high degree of OP is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs, and behaviours. However, many researchers concurs that culture would remain linked with superior performance only if the culture is able to adapt to changes in the environment conditions. HR marketer (2005) states that, studies have shown that organizational culture has a direct impact on other vital performance outcomes of any organization, including customer satisfaction and business growth and the strong effects of organization culture are consistent across a wide spectrum of business and industries, from education industries, churches, automotive sales and service and fast- food retailing to home construction and computer manufacturing, Corporate culture can affect organization's bottom line.

2.1.4.1 Commitment

Organizational commitment is a work attitude that is directly related to employee participation and intention to remain with the organization and is clearly linked to job performance. (Mathieu and Zajac, 1990). Organizational commitment includes the three components of affective (desire to remain), continuance (perceived cost of leaving) and normative (perceived obligation to remain) commitment (Meyer and Allen, 1991). A study of Japanese employees found that organizational commitment could be viewed as a multidimensional construct that applied in Japan and that the organizational commitment questionnaire (OCQ) is an effective cross- cultural tool for measuring organizational commitment. (Stiles et al, 1997). Organizational

commitments refers to an individual's feelings about the organization as a whole. It is the psychological bond that an employee has with an organization and has been found to be related to goal and value congruence, behavioral investments in the organization, and likelihood to stay with the organization. (Mowday, Steers, & Porter, 1982) . it has become more important than ever in understanding employee work related behavior because it is identified as more stable and less subject to daily fluctuations than job satisfaction(Angle & Perry, 1983; Mowday et al., 1982). Whereas the antecedents of organizational commitment include organizational characteristics, personal characteristics, group/leader decision to initiate and sustain creative fort over time (Amabile,1988), intrinsic motivation has been cited as one of the most prominent personal qualities for the of creativity(Amabile, 1998,1996) as well as job performance (Barrick, Steward, & Piotrowski, 2002 ; Tierney, Farmer, & Graen, 1999).

2.1.4.2 Teamwork

Team is a dynamic force some people to perform a task or project that has brought together the joint. Team members talk about their own views. Plans are to investigate, decide and work to achieve this goal. A team is a small number of people with complementary skills, which is to achieve a common goal in their collaborative work. So that in this way all team members against each other and the ultimate goal are responsible. The number of team members from the template and team spirit, all the result determines the duties of team members. (Fakhari Mona 2016).

The concept surrounding team management and organizational culture may seem unrelated when initially considering the implementation of some from of team management however in fact both concept are intimately connected. The success of any team management effort may depend on the successful identification, understanding and management of that wide variety social and procedural elements collectively known as the organizational culture. This paper examines the role of organizational culture and how it impact the manager or administrator introducing and implementing team management concept to their workplace. The author will examine the definition of organizational culture, the various types of cultures and the author

also suggest ways to operate within an organizational culture and successfully implement a team management program within one's culture. (Jack G. Montgomery Jr. 2006).

2.1.4.3 Communication

In the field of organizational communication, this conception of the hegemony often is examined via the discursive practices of organization members. For example, the study of organizational storytelling has been a particularly rich and evocative area of research which has focused principally on the ways in which members' stories reproduce the status quo (e.g., Helmer 1993; Mumby, 1987, 1988; written, 1993). Witten's (1993) study of workplace obedience is a good example of the dominance model at work, as she provides a sophisticated analysis of the connection between storytelling and organizational control. Written argues that the every structure of stories militates against possible challenges to dominant readings insofar as the kinds of truth claims that stories make are rarely called into question. In this way stories – whether apocryphal or not – are interpreted as a principal vehicle for the production and reproduction of dominant(managerial) organizational values. From this perspective stories, by definition, embody a “ moral imperative” that leads auditors to particular conclusions about what is good, right, and possible (Therborn, 1980); organization members are unlikely to read against the grain of such imperatives because they represent embedded, institutionalized value systems.

2.2 Empirical Review

We can summarize the effect of organizational culture on employee behaviour and performance based on four key ideas (Bulach, Lunenburg, & Potter, 2012; Hellriegel & Slocum,(2011). First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. This insight provides guidance about expected future behaviours. Second, organizational culture can foster commitment to the organization's philosophy and values. This commitment generates shared feelings of working toward common goals. That is organization can achieve effectiveness only when employees shared values. Third,

organizational culture, through its norms, serves as a control mechanism to channel behaviours toward desired behaviour and away from undesired behaviours. This can also be accomplished by recruiting, selecting, and retaining employees whose values best fit the values of the organization. Finally, certain types of organizational culture may be related directly to greater effectiveness and productivity than others.

Marcoulidies and Heck (1993) analyzed the relationship between organizational culture performance using data collected from 26 organizations. The authors proposed a model in which organizational culture was measured using several latent variables (Organizational structure, Organizational values, task organization, climate and individual values and beliefs) and organizational performance was measured using capital market and financial indicators. The result this study showed that all of the latent variables used to measure organizational culture had some effect on performance with workers attitudes and task organization activities being the most significant variables.

More recently, Ogbonna and Harris(200) analyzed the relationship between organizational culture and performance by including the leadership style as third variable in the model. They used the sample of 1000 units from the Financial Analysis Made easy database of registered British companies. To measured performance they used variables such as : customer satisfaction, sales growth, market share advantages and sales volume. For organizational culture they used measure such as: competitive culture, innovative culture, bureaucratic culture and community culture. The result showed that all four measures of organizational culture were associated in some way with corporate performance. More specially, innovative and competitive cultures had a direct effect on performance and accounted for approximately 25 percent of the variance in organization performance. Both competitive and innovative cultures were externally oriented in line with the assumption that organizational culture must be adaptable to external environment for a sustained competitive advantages. The bureaucratic and community cultures, which were internally oriented, were not directly related to performance.

This study was extended in 2002 when the authors analyzed the link between market orientation, organizational culture, strategic human resource management and organizational performance. As in the previous study, competitive and innovative cultures were found to have a significant effect on performance while community and cultures were not related to performance. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to different organizational culture, same strategies do not yield same results for two organizations in the same industry and same location. A positive and strong culture can make an average individual perform and achieve brilliantly here as a negative weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management. Dension (1984) used data from 34 American firms on cultural performance over a period of five years scrutinized the characteristic of organizational culture tracked the performance over time in these firms.

According to Kotter and Heckett (1992), investigate the relationship between long-term performance and economic performance across more than 200 organizations. Moreover, being one of the most important and most conscientious research efforts on this subject, the study has arranged their vital contributions. First, relationship between culture and performance established in their research is forceful. Second, the writer gives an important combination theoretical point of view regarding the nature & scope of culture. Third, they sketch strong associations between culture, management practices and performance.

According to Magee (2002), organizational culture and performance management are interdependent. That is why manager should understand the impact of organizational culture in order to get the highest yield from practices such as performance management, as a change in one impacts directly the other.

Both research and observation of successful companies have showed a direct correlation between strong corporate culture and performance. Moreover, the organizational culture has a vital and measurable impact on the ability of a company to implement its strategy. The culture of an organization cannot be ignored when

dealing with concepts such as risk management, customer relationship management, change management or leadership. More and more companies are encouraging employees to be more responsible and are given more freedom to act. In addition, they are also encouraging teamwork and the formation of teams. A strong culture is one in which the employees work together effectively, share the same core values, and take decisions to meet the organization's primary goals and objectives.

Njugi et al., (2014) found out that organization's culture had a great influence on the organization's performance. This is because it dictates how things are done, the organization philosophy, available work environment, its performance targets and stability of the organization. They mainly focused on competitive culture, entrepreneurial culture, bureaucratic culture since it maximizes on their ability thus exploiting their innovativeness, creativity and independence from being micro-managed. In line with employee behaviour, Oduol (2015) argues that good organizational culture instills brawny employee behaviour, which provides a conducive environment for formulation of good policies and implementation of strategies. However, she cautions that an organization's culture ought to be compatible with its intended strategies if it is going to make the organization's performance improve (Hofstede 2010; Burke & Litwin, 2007). Ott (1989) employed a qualitative approach in analyzing the case of AT & T, during the initial years of deregulation and the breakup of the Bell Monopoly in the USA. Basic assumptions that were suitable for a monopolistic market (e.g. that technical competence is more important than marketing ability) were highlighted as unsuitable for a competitive market, where a multitude of smaller firms were carving out lucrative niches through a segmentation of the American telecommunication market. These assumptions were then used to explain AT & T's adjustment problems during the deregulation.

Gulick & Urwick (1937) published their papers on the science of Administration & established the school of "Administrative Rationality." Among the collected papers in that 1937 volume was one by Graebner which pointed out that as the size of a small group increases, the number of possible interactions grows so rapidly that no manager could oversee more than five or six workers effectively. This was born the

study of formal organizational structure and the attempt to discover the base of organizational rationality. Chester Barnard(1938) published the function of Executive. He emphasized the overwhelming ambiguity of organizational life and suggested that it is the role of the executive to provide the overarching point of view that brings meaning and order to corporate life. Roethlisberger & Dickson(1939) published the Hawthorne studies, in which they described the informal norms of workers that successfully frustrated the productivity goals of the management. Each of these themes – organizational rationality, formal structure, leadership under ambiguity, and informal organization versus formal purpose was subsequently developed. For example, though he wrote of leadership in a slum, Whyte(1943) described how informal leadership always formed within a social group and influenced group behavior. However, the predisposition that dominated the field was to find that large, complex organizational can made orderly, responsive to top management, and “rational” in serving the purpose of their owners, the problem was that, as anyone could see, on large organization was in fact so orderly. How could we believe that organizational can be rational?

The legitimation for combining a belief in organizational rationality with the empirical observation of organizational nonrationality was offered by Herbert Simon in 1945. Simon argued that human behaviour that appears contrary to organizational goals is in fact quite rational if one takes into account the limited information – processing ability of human beings, who cannot understand all of the far- flung organizational consequences of their current actions with this idea of “ bounded rationality”, Simon provided the basis for the coupling of the rational and nonrational views of organizations. With that, the study of organizations exploded. It grew in the part because large public and commercial organizations proliferated rapidly in the west during twentieth century, and it grew because Simon and supplied the last necessary piece of paradigm within which most features of organizational life understood.

(Hofstede, 1980) Our research project into organizational cultures was modeled after an earlier project by the first author that covered difference among national

cultures(Hofstede, 1980, 1983a, 1983b, 1983c, 1983d). that study used an existing data bank from a large multinational business cooperation(IBM), covering matched populations of employees in national subsidiaries in 64 countries. The data consisted of answer to questionnaires about employee values and perceptions of work situation that were collected in the context of two worldwide rounds of employees attitude surveys. Their use for studying difference in national cultures was an unintended, serendipitous by- product, for which the cooperation opened its files of 116,000 survey questionnaires collected between 1967 and 1973. Twenty different language versions were used. Initially, from the 72 different national subsidiaries for which data were available, only the 40 largest were selected for the analysis(Hofstete, 1980). Subsequent follow- up-research showed data from another 24 subsidiaries to be usable, 10 as separated countries and 14 grouped into three historical/ geographical regions (Arab- speaking countries, West Africa, and East Africa), thus raising the total number of units in the analysis to 53. In the remaining eight countries the number of native respondents was insufficient to allow statistical use of their data(Hofstede, 1983a).

The questions in the IBM surveys had been composed from initial in- depth interview with employees in ten countries and from suggestions by frequent travellers in the international headquarters' staffs who reported on value differences they had noticed among subsidiaries. The survey had been managed by international team of social scientists(both from inside and outside the cooperation) who were participant observers or observing participants in the daily life of one or more of the subsidiaries,.during the years devoted to the analysis of data, the first author and his family lived and work in four different countries. This background provided a qualitative context to the cross national study. The possibilities for quantitative analysis of the precoded answer scores were excellent. National idiosyncrasies and nuances of questionnaire translation weigh heavily in a two-, three-, or four- country study, but with the usually large number of 40 or 53 countries and regions, national patterns start to show a global structure, which the "noise" of the idiosyncrasies of individual country cannot suppress. The structure revealed by the IBM data consisted of four largely independent dimensions of differences among national values systems.

These were labeled “ power distance” (large vs. small), “ uncertainty avoidance”(strong vs. weak), “ individualism” vs. “collectivism” and “ masculinity” vs. femininity.” All 53 countries and regions could be scored on all four dimensions; the four together accounted for 49 percent of the variance in country mean scores on 32 values and perceptions questions.

Differences in values among matched populations of employees of national subsidiaries of a multinational should be a conservative estimate of differences among the national populations at large, as respondents are supposed to share the same worldwide corporate culture. Differences found among IBM subsidiary personnel, as revealed by their scores on each of the four dimensions mentioned above, do correlate significantly with a multitude of comparative national data from other sources: results of surveys of other narrow but matched sample, results of representative samples of total national populations, and country- level indicators, such as indices of income inequality, government budget composition, of medical statistic(Hofstede, 1980: 326-331) . the four dimensional model of national culture differential certainly does not represent the ultimate truth about the subject, but it has so far served as the useful framework for teaching both practitioners(such as future expatriates) and students and for guiding research design in the previously fuzzy field of national culture(e.g. Bourgoin, 1984; Triandis, 1984; Triandis et al 1986; Kreacic and Marsh, 1986 ; Gudykunst and Ting –Toomey, 1988). Recently, another study on student population from 23 countries using a survey questionnaire designed by Chinese scholars has revealed a fifth meaningful dimension independent of the four others (Hofstede and Bond 1988; Bond and Mai, 1989) This fifth dimension “Confucian dynamism” opposing a long term to a short term orientation in life and work, has the merit of providing a cultural explanation for the remarkable economic success within the past 25 years of the East- Asian countries.

Hofstede(1980): Talks of the regional and national culture groupings that affect the behaviour of the organizations. He conceived culture as a construct which manifests itself in an organization as a result of the organization’s location within a particular society. On the basis of an extensive analysis of 88,000 responses to a questionnaire

survey of IBM employees in 66 countries, Hofstede argued that there are four discrete dimension of culture: He puts forth five dimensions of national influences:

1. Power Distance 2. Uncertainty avoidance 3. Individualism verses collectivism
4. Masculinity verses femininity 5. Long term versus short term orientation.

- 1) Individualism (the extent to which people are oriented towards self- interest verses an orientation towards the interests of a wider group of which they are a part) ;
- 2) Uncertainty avoidance (the extent to which people seek to minimize uncertainty versus the extent to which they tolerant of ambiguity);
- 3) Power distance (to extent to which relationship between superior and subordinate are distant and formal versus close and informal); and
- 4) Masculinity (the extent to which success is defined in terms of assertiveness, challenge and ambition, rather than in terms of caring and natural.

Mohammad Jasim Uddin(2012): states today's organizational is predominantly that pose enormous opportunities and challenges to the corporate practitioners and policy makers. Understanding such dynamism is very crucial to pursue the organizational strategic objectives. The primary aim this paper is to examine the impact of organizational culture on employee performance productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The paper has applied qualitative methodology focusing on a case study of Grameephone(GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The paper argues that organizational culture significantly influences employee performance and productivity in the dynamic emerging context.

Tewodros Bayeh Tedla(2016): States lack of effective organizational culture and poor cultural integration in the corporate group affect organizational performance and decrease shareholders return. The purpose of this exploratory case study was to explore successful strategies that one corporate group used to establish an effective organizational culture to improve performance. The Dension organizational culture

model served as the conceptual framework for the study. A purposive sample of 20 senior managers from corporate group in Ethiopia participated semi structured face-to-face interviews. The selected participant met the criteria of a minimum 5 years of experience with successful strategies in establishing an effective organizational culture in the corporate group. The interview data were transcribed, categorized, and coded ; they were subsequently member checked and triangulated to increase the trustworthiness of interpretations. The findings included a well- defined mission that attributed to developing shared understanding between employees and managers, and employee focused relationship that contributed motivating employees. Core corporate value findings included the well beings of the society through self- regulated corporate social responsibility. The findings identified in this study could have potential for economic growth in the local economy and may contribute to social change with strategies business managers may use to sustain their business and improve the life standards of employees and local community.

Twumasi-Ankrah(2012): This study examined the impact of organizational culture on employee creativity, using Minkah- Premo & Co(MPAC) as a case study. This case study and questionnaire interview based research employed the convenience and purposive sampling techniques to select a sample of 40 employees out of which 32 responded to and returned the research questionnaire. The Holistic Management(KEYS) Model(2000) was used in analyzing the organizational culture of MPAC, it came out that, the culture of MPAC was not open to creativity. Pearson's Correlation Coefficient of (0.76) on the data gathered, showed a strong and positive relationship between organizational culture and employee creativity. Employee creativity was positively related to supervisor- related employee job performance. Employee autonomy had the greatest and positive impact on creativity whilst financial reward(for creative work) was negatively correlated with employee creativity. Based on this study, it was concluded that; organizational culture impact on creativity. Besides, it was affirmed that there exist a positive correlation between employee creativity and job performance.

Masoud, Edgar Leonard (2013): The primary purpose of this research is to understand the definition, conceptualization, and assessing the impact of organizational culture on organizational performance and also to examine the relationship between culture and performance, the study adopted the interpretive pattern and used questionnaire in collecting the data. A total of 109 copies of questionnaire were distributed to various company officers. Since the data were based on nominal scale, simple percentage and Chi-square methods were used to compute and analyze the stated hypotheses. The findings showed that there is a significant relationship between organizational culture and organizational performance. The findings also showed that exogenous variables such as the nature of the economy and polity have more impact on organizational performance than endogenous variables such as size, organizational culture, organizational structure and technology. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs about work, positive work values attitudes and norms. And the culture is not going to matter in performance unless managers understand it and know how to translate this connection into action. Based on the research conclusion made in this study, some recommendations were offered for possible consideration by TANESCO.

2.3 Research Gap

From the foreigner review of literature, it can be understood that though many studies have been conducted on different aspects of organizational culture in foreign countries, a study specifically for impact of organizational culture on employee performance of central bank in Nepal is missing in literature. Moreover, till date, no research has been conducted on any aspect of organizational culture and employee performance in any central bank. This research taken different three aspects such as commitment, teamwork and communication to determine the impact of employee performance which previous research has not included.

CHAPTER – III

RESEARCH METHODOLOGY

Methodology is a systematic, theoretical analysis of applied methods to a field of study. The aim of this chapter is to provide an overview of the methodology approaches and produce adopted in achieving the aim of the study. This topic deals with the research design, research approach, nature of data collection, processing of data and Statistical tools. The study embraces qualitative research approach.

3.1 Research Design

The research method adopted in this research work is the case study research method of research. This was considered appropriate because of the nature and peculiarity of the subject matter. A case study method allows the researcher to go into details in context and holistically. It is away of organizing educational data and looking at object to be studied as a whole. It help brings about a deeper insight and better understanding of the challenge faced by employee in regards to culture of the organization and how this affects their performance. The research design is an essential element in the research process to make the study stronger and to manage the research process easily.

3.2 Population and Sample

1300 employees of NRB represent the population of this study. Out of them 150 were selected as the sample on convenient method. Respondents age range from 18 to 58. In all, 68 were male respondents only return questionnaires and 32 female respondents only return questionnaire. There were more male than female in the sample.

3.3 Instruments

The data required for this study is a primary nature. Total 150 set of questionnaire were distributed to the respondents in order to get actual and accurate information. Distribution work has been done through personal visit to sample respondent of the research study with the help of questionnaire. Among all the questionnaires 100 were returned and 50 questionnaires were not returned. Therefore, the response rate is approximately 67%. Five point likert scale questionnaire were designed. Questionnaire were structure as (1 = Strongly Disagree, 2 = Disagree, 3 = moderately disagree 4 = Agree 5= Strongly Agree).

3.4 Research Analysis Plan

Whenever the function of data collection is completed the function of sorting, managing, arranging, ordering, analysis and interpretation of those data are done. These functions are done with the help following statistical tools in a systematic manner.

3.4.1 Descriptive Analysis

Different graphs, bar-chart, pie- chart are used to present profile, gender and demographic information of the respondents which is termed as frequency analysis. Mean and standard deviation are used to study the dependent variable called qualitative performance of employee and independent variable called organizational culture that is artifacts, values, norms and rules and basic assumption.

3.4.1.1 Mean

An average line which represents group of values. In other words, the quantities which are the representative of the huge mass of quantities are knows as average. The most popular mean is arithmetic mean or average, which is calculating the sum of all variables divided by the number of variables. The mean is arithmetic average of a variable.

It is denoted by

We have,

$$\text{Mean, } (\bar{X}) = \frac{\sum X}{N}$$

Where,

$$\sum X = \text{Total sum of frequency}$$

$$N = \text{Total number of respondent}$$

3.4.1.2 Standard Deviation

Standard deviation (S.D) is the most popular and the most useful measure of dispersion. It indicates the ranges and size of deviance from the middle or mean. It measures the absolute dispersion. The greater the amount of dispersion, greater will be the standard deviation. A small standard deviation means a high degree of uniformity of the observation as well as homogeneity of a series.

$$\text{Standard deviation } (\sigma) = \frac{\sqrt{(\sum X - \bar{X})^2}}{N}$$

Where,

$$\sum X = \text{Sum of frequency}$$

$$\bar{X} = \text{Mean of frequency}$$

$$N = \text{Number of respondents}$$

3.5 Correlation Analysis

To test the relationship between the independent variables like artifacts, values, norms and rules and basis assumption for organizational culture and dependent variable qualitative performance of employee, Pearson's correlation analysis is used. Coefficient(r) is used to measure the co- variance between numerous variables. Magnitude of the linear relationship is indicated with coefficient (r). plus or minus sign shows whether there is a positive or negative correlation between variables and the value of r ranges from -1 to +1. +1 implies the perfect positive relationship. On the other hand -1 signifies the perfect negative relationship. There will be no relationship if the value of r equal to 0.

$$\text{Correlation (r)} = \frac{N\sum XY - \sum X \cdot \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \cdot \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

Where,

N = Number of observation

$\sum X$ = Sum of observation in series X

$\sum Y$ = Sum of observation series Y

3.6 Regression Analysis

Regression analysis helps to measure the cause and effect relationship between independent variable and dependent variables can be considered as useful statistical measure for prediction purpose. Here independent variables are artifacts, values, norms and rules and basic assumption and dependent variables are commitment, teamwork and communication.

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_i$$

Where,

\hat{Y} = Dependent variables (Commitment, Teamwork and Communication)

X_1 = Artifacts aspect, X_2 = Values aspect, X_3 = Norms and rules aspect, X_4 = Basic assumption aspect.

α = Constant

β_i = Coefficient of slope of regression model

e_i = Error term

3.7 Reliability

Dependable measurement is one of the key factors in effective research. Measurement should be repeatable to be reliable. Consistency of a test, survey, observation, or other measuring device indicates reliability. Same results generating while doing same types of experiments, under the same terms and condition scenario for the other researchers there must be there for the reliability. This will enable support his findings by the wider scientific community and will ensure acceptance of the

hypotheses. To fulfill all the requirements of testability and reliability the experiment and research have to generate replication of statistically significant results.

The degree in which our test and other measuring device truly measures what we intended it to measure is termed as validity. Accuracy of a measure and a measurement is said to be valid when it measures and perform the functions that it supposed to perform how good enough a measurement truly represents features that exist in the incidents being investigated refer to validity of research and experiment ? Different measures were taken to collect a representative sample to give external validity.

Table 3.7.1 : Cronbach's Alpha Coefficient

| Variables | Cronbach's Alpha | No. of Items |
|---------------------------|------------------|--------------|
| Independent and dependent | 0.834 | 39 |

Source: SPSS

According to Table 3.7.1 shows cronbach's alpha coefficient of dependent and independent variables. Cronbach's alpha of dependent and independent variables is 0.834 which is greater than 0.65 means the instruments used in this research are considered to reliable.

CHAPTER IV

RESULT AND DISCUSSION

4.1 Introduction

After collection of data the data is processed and this chapter describes the analysis results generated from the process. The data collected was processed, analyzed, interpreted and presented in such a manner that it will be clear, precise and unambiguous. The primary purpose of this study is to investigate organizational cultures effect on qualitative performance of employees in NRB.

The data is analyzed using simple and statistical methods and presentation on tables. The analysis of data was performed with the help of SPSS and MS-Excel. This analysis part consists of details of the respondent's profile, descriptive analysis of respondent's answers on impact of organizational culture on qualitative performance of employees in NRB.

4.2 Demographic Profile of the Respondents

The detail of demographic profile of the respondents in this study includes gender, age and years of experience. Out of the 150 questionnaires, only 100 valid responses were collected. Hence, the response rate was approx. 67% (percent).

4.2.1 Gender of Respondents

The gender of the respondents consists of male and female. The frequency and percentage of gender of respondents are depicted in Table 4.1 and figure 4.1 below:

Table 4.1: Gender wise Distributions of Respondents

| Gender | Frequency | Percentage (%) |
|---------------|------------------|-----------------------|
| Male | 68 | 68 |
| Female | 33 | 33 |
| Total | 100 | 100 |

Source: Field Survey, 2018

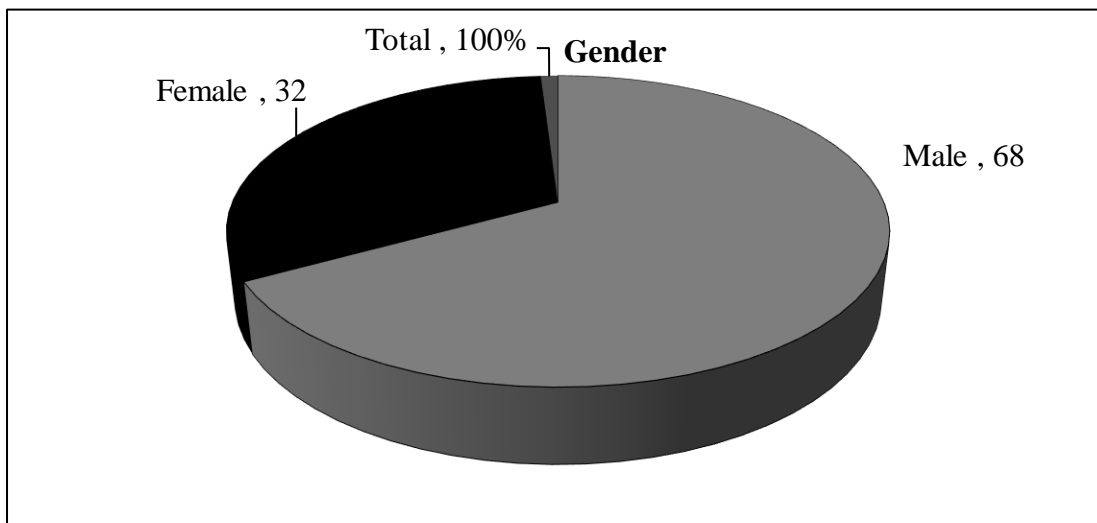


Figure 4.1: Gender of Respondents

Above table number 4.1 and figure number 4.1 shows that gender distribution among 100 respondents, it is clear that out of total respondents there are 67% male and 32% female respondents. This shows that majority of respondents were male.

4.2.2 Age of Respondents

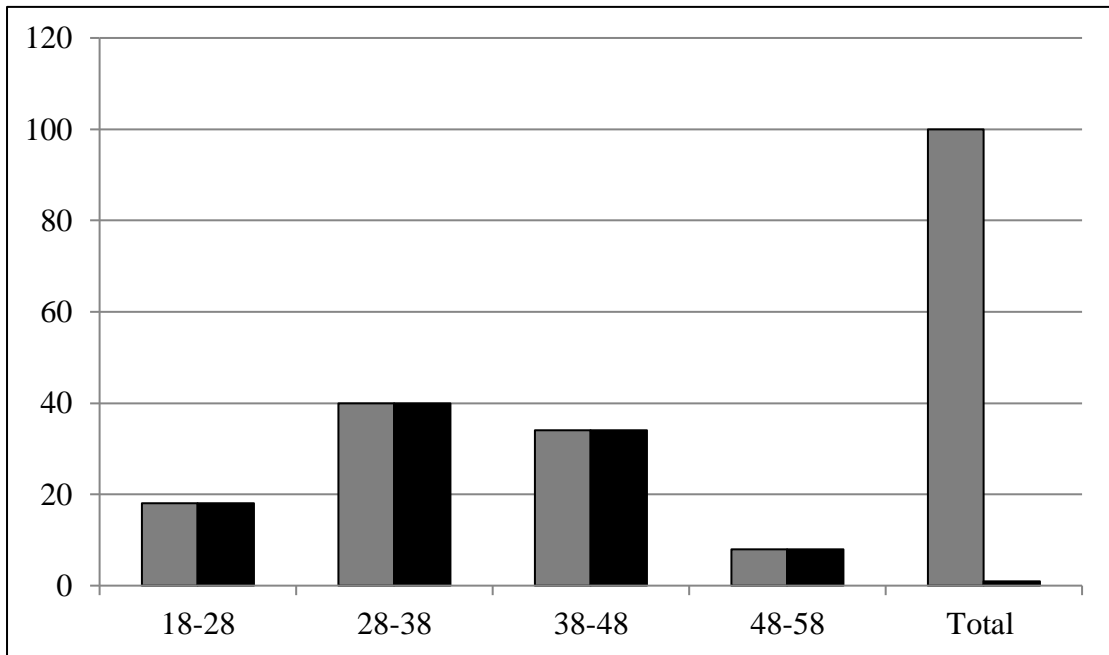
The age of the respondents are categorized into four groups as 18-28,28-38,38-48 and 48-58. The frequency distribution and percent composition of different age group is shown in Table 4.2 and figure 4.2.

Table 4.2: Age of Respondents

| Age | Frequency | Percentage |
|--------------|------------------|-------------------|
| 18-28 | 18 | 18 |
| 28-38 | 40 | 40 |
| 38-48 | 34 | 34 |
| 48-58 | 8 | 8 |
| Total | 100 | 100% |

Source: Field survey, 2018

Table 4.2: Age of Respondents



Above the table 4.2 and figure 4.2 shows that out of 100 respondents, large number of respondents belongs to age group between 28-38 years constituting 40% of the total respondents. In addition to this, 18% respondents are aged 18-28 years and 34% respondents are of age group 38-48 years and 8% respondents are of 48-58 age group. The table clearly shows that there is huge involvement of middle aged people and young age people at NRB rather than old age people.

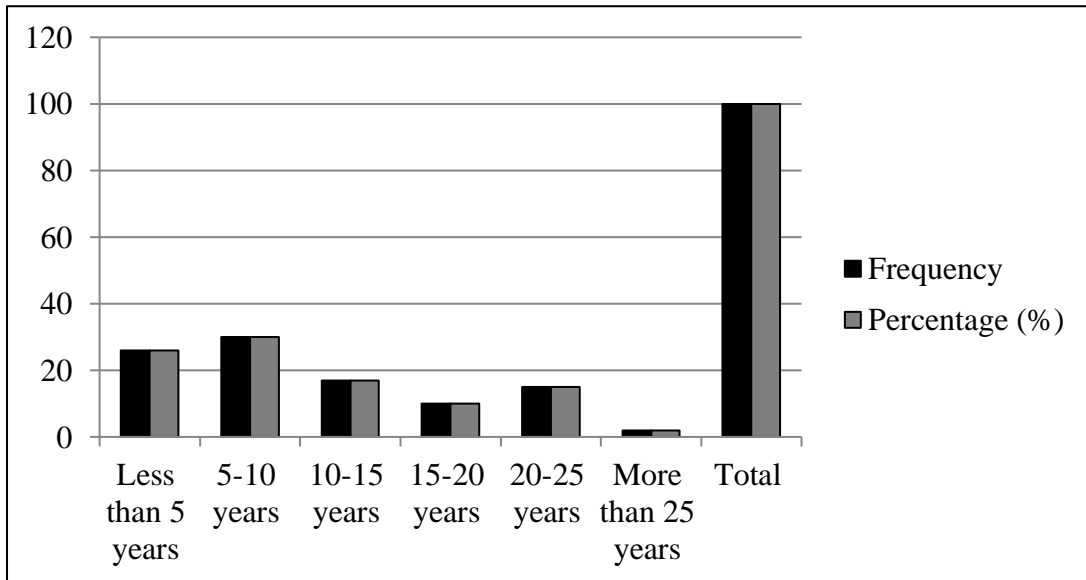
4.2.3 Experience of Respondents

The experience of the respondents are categorized into six groups as less than 5 years, 5-10 years, 10-15years, 15-20years, 20-25years and more than 25 years. The frequency distribution and percentage composition of different experience group is shown in table 4.3 and figure 4.3

Table 4.3: Experience of Respondents

| Experience Age | Frequency | Percentage (%) |
|--------------------|-----------|----------------|
| Less than 5 years | 26 | 26.0 |
| 5-10 years | 30 | 30.0 |
| 10-15 years | 17 | 17.0 |
| 15-20 years | 10 | 10.0 |
| 20-25 years | 15 | 15.0 |
| More than 25 years | 2 | 2.0 |
| Total | 100 | 100.0 |

Figure 4.3: Experience of Respondents



Source: Field Survey, 2018

Above table number 4.3 and figure number 4.3 shows that experience of 100 respondents. 26% , respondents have worked less than 5 years,30% between 5-10 years,17% between 10-15 years,10% between 15-20 years,15% between 20-25 and 2% more than 25 years. There are more people in 5-10 years experience.

4.3 Descriptive Analysis

Descriptive analysis of this research paper includes the basic explanation of central tendency, particularly mean and standard deviation of the study. The main aim of this analysis is to describe the important of each variable in order of importance given to it by the survey respondents. Descriptive statistics summarizes the observations that have been made.

A total of 39 items (questions) with particular mean score were obtained from the MS excel and SPSS output. A five point likert scale was used for each question ranging from “Strongly Agree” to “Strongly Disagree”, coded by 5 representing 1 representing “Strongly Agree”, 2 “ Agree”, 3 “Moderately” 4 “Disagree” and 5 “ Strongly Disagree”. Thus, this section consists of descriptive analysis performed to analyze measurable questions as well as study variables.

This section of the analyzes and describes the impact of organizational culture on qualitative performance of employees at NRB. The mean, standard deviation, maximum values and minimum values for each variables. this section consists of descriptive analysis performed to analyze measurable questions as well as study variables.

4.3.1 Artifacts

The artifact involves certain physical infrastructures and languages which must be fulfilled artifact aspect has been analyzed based on 6 different statement, including 100 questionnaires which are as follows:

Table 4.4: Artifacts Aspect

| Questions | Queries | N | Mean | SD | Mini | Max |
|-----------|--|-----|-------|-------|------|-----|
| A1 | Physical Environment of your organization is appropriate for your effective performance | 100 | 2.46 | 1.096 | 1 | 5 |
| A2 | Electronic gadgets (Printer, Pc) and equipments are provided by your organization at right quantity at right time of right quality) | 100 | 2.20 | 1.035 | 1 | 5 |
| A3 | The layout of offices and work the stations of your organization are appropriate for attainment of organizational goal) | 100 | 2.35 | 0.903 | 1 | 5 |
| A4 | The infrastructure of your organization are proper and adequate for the operation | 100 | 2.73 | 0.983 | 1 | 5 |
| A5 | The materials and supplies required for the effective performance are adequately and timely available. | 100 | 2.53 | 0.925 | 1 | 5 |
| A6 | There is no communication barriers in your organization. | 100 | 2.40 | 1.064 | 1 | 5 |
| | Artifacts | | 2.445 | 1.001 | | |

Source: SPSS

Above table 4.4 shows that mean values ranges from 2.2 to 2.73 . where highest mean shown by A4 and where lowest mean shown by A2. All the mean values of all items of this aspect of organizational culture are found less than mid-value of 3. There is minimum value 1 and maximum value 5.

In the addition , the above table shows that A1 has the highest standard deviation of 1.096 whereas A3 has the lowest standard deviation of 0.903. This means respondents have more deviation with the statement “ Physical Environment of your organization is appropriate for your effective performance” i.e. the values in the data set are further away from the mean, on average.

4.3.2 Values

Organizational values are important factors to establish an effective organizational culture and to improve performance in the organizational. Values tell members what is important in the organization and what deserves their attention. Values aspect has been analyzed based on 10 different statement, including 100 questionnaires which are as follows:

Table 4.5: Values

| Questions | Queries | N | Mean | SD | Mini | Max |
|-----------|---|-----|-------|--------|------|-----|
| V1 | The members of your organization clearly understand goals of the organization. | 100 | 2.25 | 0.857 | 1 | 5 |
| V2 | Stakeholders are properly recognized by your organization. | 100 | 2.35 | 0.903 | 1 | 5 |
| V3 | Profit rather than service is given special priority by your organization | 100 | 2.59 | 1.436 | 1 | 5 |
| V4 | Customers are considered important by your organization | 100 | 2.11 | 1.053 | 1 | 5 |
| V5 | Employees are considered as assets rather than liabilities. | 100 | 2.16 | 0.838 | 1 | 4 |
| V6 | Employees are thought to be loyal, sincere, and committed by your organization. | 100 | 2.52 | 0.882 | 1 | 5 |
| V7 | Hard work is recognized and rewarded in your organization. | 100 | 2.49 | 0.990 | 1 | 5 |
| V8 | Performance appraisal system is proper an scientific in your organization. | 100 | 2.20 | 0.829 | 1 | 4 |
| V9 | Employees are punctual and regular in your organization. | 100 | 1.96 | 0.803 | 1 | 4 |
| V10 | Participation of employees in decision making is encouraged in your organization. | 100 | 2.34 | 0.794 | 1 | 5 |
| | | | 2.297 | 0.9385 | | |

Source : SPSS

Above table 4.4 shows that mean values ranges from 1.96 to 2.59 . where highest mean shown by V3 and where lowest mean shown by V9. All the mean values of all

items of this aspect of organizational culture are found less than mid-value of 3. There is minimum value 1 and maximum value 5.

In the addition, the above table shows that V3 has the highest standard deviation of 1.436 whereas V10 has the lowest standard deviation of 0.794. This means respondents have more deviation with the statement “Profit rather than service is given special priority by your organization” i.e. the values in the data set are further away from the mean, on average.

4.3.3 Norms and Rules

Just below the surface of the cultural awareness are norms guiding how members should behave in the particular situations. These represent unwritten rules of behavior. Norms and rules aspect has been analyzed based on 3 different statement, including 100 questionnaires which are as follows:

Table 4.6: Norms and Rules

| Questions | Queries | N | Mean | SD | Mini | Max |
|-----------|---|-----|-------|--------|------|-----|
| N1 | Members of your organization comply with time scheduled by the organization | 100 | 1.78 | 0.917 | 1 | 5 |
| N2 | Formal dress rather than casual dress is given priority by your organization | 100 | 1.99 | 0.785 | 1 | 4 |
| N3 | Your organization has clear norms regarding the office time, work situation, work methods and get ups | 100 | 1.91 | 0.712 | 1 | 4 |
| | Norms and Rules | | 1.893 | 0.8046 | | |

Source: SPSS

Above table 4.4 shows that mean values ranges from 1.78 to 1.99. where highest mean shown by N2 and where lowest mean shown by N1. All the mean values of all items of this aspect of organizational culture are found less than mid-value of 3. There is minimum value 1 and maximum value 5.

In the addition , the above table shows that N1 has the highest standard deviation of 0.917 whereas N3 has the lowest standard deviation of 0.712. This means respondents have more deviation with the statement “Members of your organization comply with time scheduled by the organization” i.e. the values in the data set are further away from the mean, on average.

4.3.4 Basic Assumptions

At the deepest level of cultural awareness are the taken- for- granted assumptions about how organizational problems should be solves. These basic assumption tell members how to perceive, think, and feel about things. Basic assumption aspect has been analyzed based on 5 different statement, including 100 questionnaires which are as follows:

Table 4.7: Basic Assumption

| Questions | Queries | N | Mean | SD | Mini | Max |
|-----------|---|-----|-------|--------|------|-----|
| B1 | Members of your organization give their best to meet the performance target given to them | 100 | 2.16 | 0.721 | 1 | 5 |
| B2 | Employees are given special priority in your organization. | 100 | 2.23 | 0.694 | 1 | 4 |
| B3 | Formal relation rather than information relation is given priority | 100 | 2.29 | 0.686 | 1 | 4 |
| B4 | There is cordial relationship between union and management | 100 | 2.39 | 0.709 | 1 | 5 |
| B5 | Employee's Capabilities are fully used | 100 | 2.81 | 1.051 | 1 | 5 |
| | Basic Assumption | | 2.376 | 0.7722 | | |

Source: SPSS

Above table 4.7 shows that mean values ranges from 2.16 to 2.39 where highest mean shown by B5 and where lowest mean shown by B1. All the mean values of all items of this aspect of organizational culture are found less than mid-value of 3. There is minimum value 1 and maximum value 5.

In the addition , the above table shows that B5 has the highest standard deviation of 1.051 whereas B3 has the lowest standard deviation of 0.686. This means respondents have more deviation with the statement “Employee's Capabilities are fully used i.e. the values in the data set are further away from the mean, on average.

4.3.5 Commitment

One way reviewing commitment is as the dedication of employees, aspiring and even persisting to create in order to fulfill the purpose of organization. Basic assumption aspect has been analyzed based on 9 different statement, including 100 questionnaires which are as follows:

Table 4.8: Commitment

| Question | Queries | N | Mean | SD | Mini | Max |
|----------|---|-----|--------|-------|------|-----|
| C1 | Employees feel that organization's problems are their own | 100 | 2.16 | 0.748 | 1 | 5 |
| C2 | Too much of your life would be disrupted if you leave this organization | 100 | 2.18 | 1.104 | 1 | 5 |
| C3 | You are willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful | 100 | 2.33 | 1.055 | 1 | 5 |
| C4 | Employee's feel emotionally attached to this organization. | 100 | 2.13 | 0.812 | 1 | 4 |
| C5 | Employees feel a strong sense of 'belonging' in your organization. | 100 | 2.86 | 1.255 | 1 | 5 |
| C6 | Employees feel to develop their carrier in this organization | 100 | 1.99 | 0.810 | 1 | 4 |
| C7 | This organization has a great deal of actual meaning for employees. | 100 | 3.59 | 1.093 | 1 | 5 |
| C8 | You feel guilty if you leave this organization. | 100 | 2.36 | 0.718 | 1 | 5 |
| C9 | Employees always encouraged to provide their full energy in this organization. | 100 | 2.74 | 0.895 | 1 | 4 |
| | Commitment | | 2.4822 | 0.943 | | |

Source: SPSS

Above table 4.8 shows that mean values ranges from 1.99 to 3.59 where highest mean shown by C7 and where lowest mean shown by C6. All the mean values of all items of this aspect of organizational culture are found less than mid-value of 3 except item C7. There is minimum value 1 and maximum value 5.

In the addition , the above table shows that C5has the highest standard deviation of 1.225whereas C8 has the lowest standard deviation of 0.718. This means respondents have more deviation with the statement “Employees feel a strong sense of 'belonging' in your organization” i.e. the values in the data set are further away from the mean, on average.

4.3.6 Teamwork

Team is the valuable and helpful to facilitate the development process in the organization and to enhance employees’ performance. The main purpose of teamwork is to apply an effective method in order to improve the occupational performance of employees and their personal skills and talents that serve the requirement of the job9. Teamwork aspect has been analyzed based on 3 different statement, including 100 questionnaires which are as follows:

Table 4.9: Teamwork

| Questions | Queries | N | Mean | SD | Mini | Max |
|-----------|---|-----|-------|-------|------|-----|
| T1 | Teamwork of your organization is appropriate for your organization. | 100 | 2.13 | 0.812 | 1 | 4 |
| T2 | There is a strong relationship between team members | 100 | 2.86 | 1.255 | 1 | 5 |
| T3 | Communication within the transparent | 100 | 1.99 | 0.810 | 1 | 4 |
| | Teamwork | | 2.326 | 0.959 | | |

Above table 4.8 shows that mean values ranges from 1.99 to 2.86 where highest mean shown by T2 and where lowest mean shown by T3. All the mean values of all

items of this aspect of organizational culture are found less than mid-value of 3. There is minimum value 1 and maximum value 5.

In the addition , the above table shows that T2 has the highest standard deviation of 1.255 whereas T3 has the lowest standard deviation of 0.810. This means respondents have more deviation with the statement “Communication within the transparent” i.e. the values in the data set are further away from the mean, on average.

4.3.7 Communication

Communication is the cornerstone of any organization’s success; business comprises of continuous interactions with multiple parties – managers, employees and clients. Effective communication ensures the following of information between all relevant parties, reducing the potential for misunderstanding, dissatisfaction and lack of trust. Communication aspect has been analyzed based on 3 different statement, including 100 questionnaires which are as follows:

Table 4.10: Communication

| Questions | Queries | N | Mean | SD | Mini | Max |
|-----------|---|-----|--------|-------|------|-----|
| C1 | Communication of your organization is enhance for your effective performance. | 100 | 3.59 | 1.093 | 1 | 5 |
| C2 | Communication in your organization is not ambiguous | 100 | 2.36 | 0.718 | 1 | 4 |
| C3 | Communication in your organization is not ambiguous | 100 | 2.74 | 0.895 | 1 | 5 |
| | Communication | | 2.8966 | 0.902 | | |

Sources: SPSS

Above table 4.8 shows that mean values ranges from 2.36 to 3.59 where highest mean shown by C1 and where lowest mean shown by C2. All the mean values of all items of this aspect of organizational culture are found less than mid-value of 3. There is minimum value 1 and maximum value 5.

In the addition , the above table shows that C1 has the highest standard deviation of 1.093 whereas has the lowest standard deviation of 0.810. This means respondents have more deviation with the statement “Communication within the transparent” i.e. the values in the data set are further away from the mean, on average.

4.4 Correlations

Correlation is the relationship between two or more than two variables. Pearson’s correlations analysis was carried out for variables having simple multi option answers. A positive correlation reveals that the direction of the relationship is positive with one increasing in reaction to the other’s increase. Meanwhile, a negative correlation reveals an inverse of the above; an increase in one when the other decreases.

Correlation between qualitative performance (Commitment, Teamwork and Communication) and other variables has been calculated in order to find out their mutual relationship. Correlation between (1) artifacts variable, (2) values variable and (3) norms and rules variable and (4) basic assumption has been calculated so that one variable effect on another variable can be determined. Correlation between these independents variables is shown below:

Table 4.11: Correlations

| Variables | | Commitment | Teamwork | Communication |
|------------------|----------------------|--|----------|---------------|
| Artifacts | Pearson Correlation | .131 | .304** | .373** |
| | Sig. (Two- Tailed) | .192 | .002 | .000 |
| | N | 100 | 100 | 100 |
| Values | Pearson Correlation | .145 | .459** | .454** |
| | Sig. (Two- Tailed) | .149 | .000 | .000 |
| | N | 100 | 100 | 89 |
| Norms and Rules | Pearson Correlation | .030 | .437** | .365** |
| | Sig. (Two- Tailed) | .768 | .000 | .000 |
| | N | 100 | 100 | 100 |
| Basic Assumption | Pearson Correlation | -.031 | 1.000** | 1.000** |
| | Sig. (Two- Tailed) | .763 | .000 | .000 |
| | N | 100 | 100 | 100 |
| | | **. Correlation is significant at the 0.01 level (2-tailed). | | |

Sources: SPSS

4.4.1 Relationship between artifacts aspect of organizational culture in NRB and its commitment.

From the above table No 4.11, the Pearson Correlation coefficient of artifacts aspect in NRB and its commitment is 0.131, which implies that the two variables are positively correlated.

4.4.2 Relationship between artifacts aspect of organizational culture in NRB and its teamwork.

Since the value of correlation coefficient $r = 0.304$ which means there is positive relationship between independent variable (artifacts) and dependent variable (Teamwork) at 1% significant level.

4.4.3 Relationship between artifacts aspect of organizational culture in NRB and its communication.

From the value of correlation coefficient $r = 0.373$ which implies there is positively relationship between independent variable (artifact) and dependent variable (communication) at 1% significant level.

4.4.4 Relationship between values of organizational culture in NRB and its commitment.

According to above value of correlation coefficient $r = 0.145$ which implies there is positive relationship between independent variable (Values) and dependent variable (commitment).

4.4.5 Relationship between values of organizational culture in NRB and its teamwork.

According to above value of correlation coefficient $r = 0.459$ which means there is positive relationship between independent variable(values) and dependent variable(teamwork) at 1% significant level.

4.4.6 Relationship between value of organizational culture in NR and its communication.

From the value of correlation coefficient $r = 0.459$ which implies there is positive independent variable(value) and dependent variable (teamwork) at 1% significant level.

4.4.7 Relationship between values of organizational culture in NRB and its communication.

According to above value of correlation coefficient $r = 0.454$ which implies there is a positive correlation between independent variable (values) and dependent variable(communication) at 1% significant level.

4.4.8 Relationship between norm and rules of organizational culture in NRB and its commitment.

Showing the above value of correlation coefficient $r = 0.30$ which implies there is positive relationship between independent variable (norms and rules) and dependent variable(commitment).

4.4.9 Relationship between norms and rules of organizational culture in NRB and its teamwork.

Showing the above value of correlation coefficient $r = 0.437$ which implies there is positive relationship between independent variable(norms and rules) and dependent variable (teamwork) at 1% significant level.

4.4.10 Relationship between norms and rules of organizational culture in NRB and its communication.

Showing the above value of correlation coefficient $r = 0.365$ which implies there is a positive relationship between independent variable(norms and rules) and dependent variable (communication) at 1% significant level.

4.4.11 Relationship between basic assumption of organization in NRB and its commitment.

According to the above value of correlation coefficient $r = -0.031$ which implies there is a negative relationship between independent variable (basic assumption) and dependent variable.

4.1.12 Relationship between basic assumption of organizational culture and its teamwork.

According to the above value of correlation coefficient $r = 1.00$ which implies there is a perfect positive correlation between independent variable (basic assumption) and dependent variable (teamwork) at 1% significant level.

4.4.13 Relationship between basic assumption of organizational culture in NRB and its communication.

According to the above value of correlation coefficient $r = 1.00$ which implies there is a perfect positive correlation between independent variable (basic assumption) and dependent variable (communication) at 1% significant level.

4.5 Regression Analysis

In statistical modeling, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between dependent variables and independent variables. Regression analysis is a mathematical measure of overage relationship between two variables or more variable in terms of original unit of data. The general purpose of multiple regressions is to learn more about the relationship between several independent or predictor variables and dependent or criterion variables. In this study, the dependent variables are commitment, teamwork and communication and independent variables are artifacts aspect, values aspect, norms and rules aspect and basic assumptions aspect of organizational culture in NRB.

The line of regression is $Y = A + BX$

Multiple Regression Model

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e_i$$

Where,

\hat{Y} = Dependent variables (Commitment, Teamwork and Communication)

X_1 = Artifacts aspect, X_2 = Values aspect, X_3 = Norms and rules aspect, X_4 = Basic assumption aspect.

α = Constant,

β_i = Coefficient of slope of regression model

e_i = Error term

Where, A is constant and B is regression coefficient. A measure of change Y per unit change in X. If 1 unit increase in independent variables, the will also increase dependent variable (commitment). This is presented the table 4.19.

Table below indicates the findings of regression analysis between four independent variables and Teamwork.

Table 4.12: Regression- Model Summary

| Model | R | R Square | Adjusted Square | R | Std. Error of the Estimate |
|-------|--------------------|----------|-----------------|---|----------------------------|
| 1 | 0.402 ^a | 0.161 | 0.126 | | 0.58705 |

Model summary indicates the R-square also known as coefficient of determination which can help in explaining variance. The value of R-square value as evident from Table 4.15 is 0.161 which means 16.1% variation commitment is explained by organizational culture consisting of artifacts ,values , norms and rules and basic assumption in NRB. However, the remaining (100%-16.1%) is still unexplained in this research

Table below indicates the findings of regression analysis between four independent variables and Teamwork.

Table 4.13: Regression- Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|--------------------|-----------------|--------------------------|-----------------------------------|
| 1 | 0.464 ^a | 0.215 | 0.182 | 0.94839 |

Model summary indicates the R-square also known as coefficient of determination which can help in explaining variance. The value of R-square value as evident from Table 4.16 is 0.215 which means 21.5% variation teamwork is explained by organizational culture consisting of artifacts ,values , norms and rules and basic assumption in NRB. However, the remaining (100%-21.5%) is still unexplained in this research.

Table below indicates the findings of regression analysis between four independent variables and communication.

Table 4.14: Regression- Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .608 ^a | 0.37 | 0.246 | 0.08614 |

Model summary indicates the R-square also known as coefficient of determination which can help in explaining variance. The value of R-square value as evident from Table 4.17 is 0.37 which means 37% variation communication is explained by organizational culture consisting of artifacts ,values , norms and rules and basic assumption in NRB. However, the remaining (100%-37%) is still unexplained in this research.

4.6 Hypothesis Testing

4.6.1 Hypothesis Testing Organizational Culture with Commitment

Table 4.15: Hypothesis Testing Organizational Culture with Commitment

| Hypothesized Relationship | Estimate | | Conclusion |
|---------------------------|----------|-------|------------|
| | R | P | |
| H1: C → Artifacts | 0.131 | 0.192 | Rejected |
| H2 : C → Values | 0.145 | 0.149 | Rejected |
| H3 : C → Norms and Rules | 0.030 | 0.768 | Rejected |
| H4 : C → Basic Assumption | -0.031 | 0.763 | Rejected |

4.6.2 Hypothesis Testing Organizational Culture with Teamwork

Table 4.16: Hypothesis Testing Organizational Culture with Teamwork

| Hypothesized Relationship | Estimate | | Conclusion |
|---------------------------|----------|-------|------------|
| | R | P | |
| H1: C → Artifacts | 0.304 ** | 0.002 | Accepted |
| H2: C → Values | 0.459** | 0.001 | Accepted |
| H3 : C → Norms and Rules | 0.437** | 0.001 | Accepted |
| H4: C → Basic Assumption | 1.000** | 0.001 | Accepted |

4.6.3 Hypothesis Testing Organizational Culture with Communication

Table: 4.17: Hypothesis Testing Organizational Culture with Communication

| Hypothesized Relationship | Estimate | | Conclusion |
|---------------------------|----------|-------|------------|
| | R | P | |
| H1: C → Artifacts | 0.373** | 0.001 | Accepted |
| H2: → Values | 0.454** | 0.001 | Accepted |
| H3: → Norms and Rules | 0.365** | 0.001 | Accepted |
| H4: → Basic Assumption | 1.000** | 0.001 | Accepted |

4.7 Major Findings

There are some major findings which are based on analyzed data, the findings in this study include the followings:

- A large number of respondents agree that the organizational culture has impact on employee performance.
- The average mean of artifacts is 2.445. The measuring scale 2 mean “agree” which means artifacts of NRB is appropriate.
- The average mean of values is 2.297 which indicates all organization’s member know about the values of NRB.
- The average means of norms and values is 1.91. the measuring scale 1 means “strongly agree” which means norms and rules of NRB is appropriate.
- The average mean of basic assumption is 2.376. the measuring scale 2 is agree which indicates basic assumption of NRB is appropriate.
- The average mean of commitment is 2.4822 which indicate employees are committed to their duties as organization.
- The average mean of teamwork is 2.326 which indicate teamwork is the effective in NRB.
- The average mean of communication is 2.8966 which means communication helps to enhance in effectives performance in NRB.
- This study further reveals that there is a positive relationship between organizational culture and qualitative performance of employee. This is evidence, all correlated values are positive except basic assumption with commitment.
- The value of R-square is 0.161 which means that 16.1% variation in commitment is explained by organizational culture.
- The value of R-square is 0.215 which means that 21.5% variation in teamwork is explained by organizational culture.
- The value of R-square is 0.37 which means that 37% variation in communication is explained by organizational culture.

4.8 Discussion

This session discuss the analysis of organizational culture and its qualitative performance of employee. This study found the significant positive relationship between qualitative performance of employee and organizational culture. Nguyen Doan Kien (2014) This research also found that there is positive relationship between organizational culture and employee performance. This research also found that there is no significant difference in responses between male and female employees regarding organizational culture.

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

In the previous chapters, the data analysis has been done according to the objective of the study. This chapter gives a brief overview of findings and conclusion of the study. It also draws the inferences from the findings which lead to make the generation. Based on the study, some recommendations and suggestions for the further study has been mentioned. There are three section in this chapter consisting summary of the findings in first section, conclusion in second section and suggestions for further study in third section.

5.1 Summary

The objective of the study was to determine the influence of organizational culture on qualitative performance of employees in NRB. The study found out that NRB engaged in various organizational culture components so as to boost performance of employees. The cultures were particularly oriented towards the relationships between the employees and fellow employees and employees with their seniors. The findings revealed that the provision of rules and policies that provided clear instructions, processes and procedures for employees was the prevalent culture component.

The existence of organizational culture reported increased productivity in the bank and led to good quality of work from employees. Additionally, it had promoted the timely achievement of set goals by the bank. The study revealed that employees are committed to their duties as organization. More so, they kept work and personal life separate and this translates to better performance since personal issues were not brought at the workplace.

The adoption of cultures that are oriented towards better employee relations with seniors and to fellow work mates were found to have significant influence on performance. The findings show that adoption of organization culture had a strong positive influence on organization's performance and overall employee interactions at

the workplace. Employees work in an environment whereby they are surrounded by fellow peers and seniors. The relations they share with these people has an effect on motivation and general job satisfaction. An environment that is friendly and at the same time challenges will motivate employees to put more effort on their duties thus enhancing better organization performance.

5.2 Conclusion

- Organizational culture directly affects organization and its employees and its helpful in to determine and develop employee turnover and job performance.
- Culture gives a sense of collective identify to all employees in the organization, it creates values and beliefs that go beyond the personal aspirations of the employees.
- When employee behavior and decision are guided by the culture, their actions are better understood by the management, organizational culture factors are important to establish a strong working environment, a better human relation which motivates employees to perform duties and put their maximum output towards achievement of organizational goal along with their personal objective.
- A strong work culture and organizational culture play a major role in development of any organization and provides strength to faces global challenges, changing environment and cut- throat competition.
- A healthy culture is the sign of healthy organization.

5.3 Recommendations

- As mentioned in the scope of this study, not adequate research on the influence of organizational culture in the banking sector. This study limited itself to only banking sector with only 150 sample size, recommendations are therefore made for sample size in order to broaden research in this sector.
- In order to improve or establish an effective performance management system in the organization, it is advisable to carry out detailed cultural survey to identify the value, belief and assumption.

REFERENCES

- Adler, P.S. and Boys, B. (1996). Two types of bureaucracy: Enabling and Coercive. *Administrative Science Quarterly* 41, p. 67-89.
- Akaah, I.P.(1993). Organization culture and ethical research behaviour . *Journal of the Academy of Marketing Science*, vol. 21 No. 1, p. 59-63
- Amabile, T.M. (1988). A model of creativity and innovation in organizations. In B. M. Staw & L.L Cummings (Eds.), *Research in Organization Behavior*, Vol.10(pp. 123- 168). Greenwich, CT: JAI.
- Amabile, T.M.(1996). Creativity in context: Update to the social psychology of creativity. Boulder, CO: Westview press.
- Angle and Perry, J (1993). Organizational commitment individual and organizational influences. *Work and Occupations*, 10(2), 123-146.
- Available from: ProQuest ebrary . [15 September 2014].
- Azhar, K(2003). *Business Policy and Strategic Management*.
- Barrick, M.R., Stewart, G.L., & Piotrowski, M (2002). Personality and job performance: Test of the mediating effects of motivation among sales representatives. *Journal of Applied Psychology*, 87(1), 43-51.
- Berson , Y Oreg, S., and Dvir, T. (2008), CEO values, organizational culture and firm outcomes. *Journal of Organizational Behaviour* 29, p. 615- 633.
- Bulach, C Lunenburg, F. C. & Potter, L. (2012). *Creating a Culture for High Performing Schools: A Comprehensive Approach to School Reform* (2nd ed.) Lanham, MD: Rowman & Littlefield.
- Chatman, J. A., & Eunyoung Cha, s. (2003). Leading by Leaveraging Culture. *California Management Review*, 45, 19-34; Available faculty. has . brekeley. Edu [Accessed 03 September 2014]
- Daft, R. L. (2010). *Organization Theory and Design*. Singapore: Info Access & Distribution Ltd.

- Dawson, CS (2010). *Leading Culture Change: Schein, E.H. 2010, Jossey -Bass Business Management.*
- Dension D.R., and Spreitzer, G.M.(1991). Organizational Culture and Development: a Competing Values Approach. *Research in Organizational Change and Development*, Vol.5,p. 1-21.
- Dension, D.R., and Spreitzer, G.M.(1991). Organizational Culture and organizational development : a competing values approach. *Research in Organizational Change and Development*, Vol. 5, p. 1-21.
- Edward B Taylor(1871). Primitive culture; John Murray, London
- Fakhari Mona (2016). *International Journal of Science and Engineering* Vol.3, No.3, pp. 110 -118.
- Gregory , B.T., Harries, S.G., Armenakis, A.A., Shook, C.L.(2009), Organizational Culture and effectiveness: A study of values, attitudes and Organizational Outcomes. *Journal of Business Research* 62, 673-670.
- Gulick, L., Urwick, L., eds. 1937. *Papers on the Science of Administration.*
- Hager, M 2011, *Intercultural Studies and Foreign language Learning*, Volume 7: Culture, Psychology, and language Learning, Peter Lang AG, Bruxelles, BEL.
- Harrison, R. 1993. *Diagnosing Organizational Culture Trainer's Manual.* Amsterdam: Pfeiffer & company.
- Helmer, J . (1993). Storytelling in the creation and maintenance of organizational tension and stratification. *The Southern Communication Journal*, 59, 34-44.
- Helmreich, R.L., & Merritt, A.C. (1998). *Culture at Work in Aviation and Medicine.*
- Hofstede, G.(1980). *Culture's Consequences: International Differences in Work Related Value.* Sage publication, Beverly Hills, CA
- Hofstede, G.(1998). *Identifying Organizational Subculture.*
- Hofstede, Greet (1980). *Culture's Consequences* Beverly Hills, CA : Sage.
- Jack G. Montgomery Jr.(2006). "The role of Organizational Culture in Effective Team Development". *DLTS Faculty Publications*. Paper 27.

- Koberg., C.S and Chusmir, L.H. (1987). Organizational Culture Relationships with Creativity and Other Job- Related Variables. *Journal of Business Research* 15, p.397- 409.
- Kopelman, R.E., Brief, A.P., & Guzzo, R.A. (1990).
- Kotter, J. (2012). *Corporate Culture and Performance*. New York,
- Louis, M. R. 1980. *Organizational as Culture- Bearing Milieux*. In organizational symbolism. Edited by L. R Pondy, et al. Greenwich, CT: JAI.
- Marcoulides, G and Heck, R.H (1993). *Organizational Culture and Performance : Proposing and Testing a Model, Organizational Science* 4(2): 209-223.
- Martins, & Martins, E. 2003. ‘ Organizational culture’, In Robbins, S.P., Odendaal A. & Roodt, G.(eds),
- Masound, Edgar Leonard (2013). *The Impact of Organizational Culture on Employee’s Performance*.
- Mathieu, J.E. and Zajac, D. (1990). “ A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment”, *Psychological Bulletin* , Vol.1, pp.61-98.
- Mayer and Allen, N.J. (1991). “A three- component conceptualization of organizational commitments”, *Human Resource Management Review*, Vol.1, pp. 61-98.
- Mckenna E., (2012). *Business Psychology and Organizational Behaviour* (5TH ed).
- Mohammad Jasim Uddin(2012). *Impact of organizational Culture on Employee Performance and Productivity*.
- Mowday, R ., Steers, R, & Porter, L . (1982). *Employee – Organization Linkage: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academy Press.
- Mumby, D.K.(1987). The Political Function of Narrative in Organizations. *Communication Monographs*, 54, 113-127.

- Mumby, D.K., (1988). *Communication and Power in Organizations: Discourse, Ideology, and Domination*. Norwood, NJ: Ablex.
- Nelson, D.L & Quick J.C (2011). *Understanding Organizational Behaviour*, Belmont, CA: cengage south – western.
- O'Reilly, C.A., Chatman, J III. & Caldwell, D.F. 1991. ' People and Organizational Culture'
- Onyambu, S. G. (2013). *Organizational Culture Change at Kenya Power and Lighting Company Limited*. Unpublished University Thesis, University Of Nairobi.
- Ott, J.S (1989). The organizational culture perspective, Brooks- cole, pacific Grove, CA. *Psychology*, Vol. 27 No. 3, pp 295-317.
- Richard, C.(2002). *Experiments with New Teaching Models and Methods*.
- Roethlisberger, F Dickson, W. (1939). *Management and worker*. Cambridge, Mass: Harvard Univ. press.
- Schein, E. H. (2010). *Jossey- Bass Business and Management: Organizational Culture and Leadership* (4th Edition), Jossey Bass, Hoboken, NJ, USA. Available from: ProQuest ebrary . [23 October 2014].
- Schein, E.H (2004). *Organizational Culture and Leadership*. San Francisco: Jossey – Bass.
- Schein, E.H.(2004) *Organizational Culture and Leadership*, 2nd ed , San Francisco: Jossay Bass.
- Schien, E.H.(1992). *Organizational Culture and Leadership*, 2nd Edition san francisco jossey bass.
- Siverthron, C. (2004), The impact of organizational culture and person – organization fit on organization commitment and job satisfaction in Taiwan. *Leadership and Organization Development Journal* 25, p. 592-599

- Stiles, P., Gratton, L., Truss, C., Hope-Hailey, V. and McGovern, P, (1997), “ Performance management and the psychological contract”, *Human Resources Management Journal*, Vol. 7 No.1, pp.57-66.
- Tewodros Bayeh Tedla(2016) . *The Impact of Organizational Culture on Employee Performance*.
- The role of climate and culture in productivity . IN B. Scheider (Ed), *Organizational Climate and Culture* (pp.282-318). San Francisco, CA: Jossey-Bass
- Therborn, G. (1980). *The Ideology of Power and the Power of Ideology*. London : Verso.
- Tunstall, W. B (1985) . Break of the bell system : A case study in cultural transformation. In R.H Kilman, M. J. Saxton, R. serpa and Associates (Eds.), *Gaining Control of the Corporate Culture*, pp.44-65. San Francisco: Jossey-Bass.
- Twumasi- Ankrah, Christopher(2012): *Assessment of the Impact of Organizational Culture on Employee Creativity*.
- Written, M (1993). Narrative and the culture of obedience at the workplace. In D.K. Mumby(Ed.), *Narrative and Social Control : Critical Perspectives* (pp.97-118). Newbury Park, CA: Sage.

Appendices

Impact of Organizational Culture on Qualitative Performance of Employee in Nepal Rastra Bank

Dear Respondent,

I have been undertaking a research work entitled of Organizational Culture and its impact on qualitative performance of employee in Nepal Rastra Bank. As the partial requirement for the MBS degree from Central Department of Management, Tribhuvan University. I seek your help through this questionnaire. You are requested to provide information based on your experience on organizational culture of your organization. Your information will be used for an academic purpose.

Gayatri Basyal

Thanking You

Please fill in the Questionnaire by ticking (√) anyone box.

Please tick mark in the appropriate box as per following schemes. 1 = Strongly Agree , 2 = Agree, 3 = Moderately, 4 = Strongly Disagree , 5 = Disagree.

Artifacts

| Questions | Queries | 1 | 2 | 3 | 4 | 5 |
|-----------|--|---|---|---|---|---|
| A1 | Physical Environment of your organization is appropriate for your effective performance | | | | | |
| A2 | Electronic gadgets (Printer, Pc) and equipments are provided by your organization at right quantity at right time of right quality) | | | | | |
| A3 | The layout of offices and work the stations of your organization are appropriate for attainment of organizational goal) | | | | | |
| A4 | The infrastructure of your organization are proper and adequate for the operation | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| A5 | The materials and supplies required for the effective performance are adequately and timely available. | | | | | |
| A6 | There is no communication barriers in your organization. | | | | | |

Values

| Questions | Queries | 1 | 2 | 3 | 4 | 5 |
|-----------|---|---|---|---|---|---|
| V1 | The members of your organization clearly understand goals of the organization. | | | | | |
| V2 | Stakeholders are properly recognized by your organization. | | | | | |
| V3 | Profit rather than service is given special priority by your organization | | | | | |
| V4 | Customers are considered important by your organization | | | | | |
| V5 | Employees are considered as assets rather than liabilities. | | | | | |
| V6 | Employees are thought to be loyal, sincere, and committed by your organization. | | | | | |
| V7 | Hard work is recognized and rewarded in your organization. | | | | | |
| V8 | Performance appraisal system is proper and scientific in your organization. | | | | | |
| V9 | Employees are punctual and regular in your organization. | | | | | |
| V10 | Participation of employees in decision making is encouraged in your organization. | | | | | |

Norms and Rules

| Questions | Queries | 1 | 2 | 3 | 4 | 5 |
|-----------|---|---|---|---|---|---|
| N1 | Members of your organization comply with time scheduled by the organization | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| N2 | Formal dress rather than causal dress is given priority by your organization | | | | | |
| N3 | Your organization has clear norms regarding the office time, work situation, work methods and get ups | | | | | |

Basic Assumption

| Questions | Queries | 1 | 2 | 3 | 4 | 5 |
|-----------|---|---|---|---|---|---|
| B1 | Members of your organization give their best to meet the performance target given to them | | | | | |
| B2 | Employees are given special priority in your organization. | | | | | |
| B3 | Formal relation rather than information relation is given priority | | | | | |
| B4 | There is cordial relationship between union and management | | | | | |
| B5 | Employee's Capabilities are fully used | | | | | |

Employee Commitment

| Question | Queries | 1 | 2 | 3 | 4 | 5 |
|----------|---|---|---|---|---|---|
| C1 | Employees feel that organization's problems are their own | | | | | |
| C2 | Too much of your life would be disrupted if you leave this organization | | | | | |
| C3 | You are willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful | | | | | |
| C4 | Employee's feel emotionally attached to this organization. | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| C5 | Employees feel a strong sense of 'belonging' in your organization. | | | | | |
| C6 | Employees feel to develop their carrier in this organization | | | | | |
| C7 | This organization has a great deal of actual meaning for employees. | | | | | |
| C8 | You feel guilty if you leave this organization. | | | | | |
| C9 | Employees always encouraged to provide their full energy in this organization. | | | | | |

Teamwork

| Questions | Queries | 1 | 2 | 3 | 4 | 5 |
|-----------|---|---|---|---|---|---|
| T1 | Teamwork of your organization is appropriate for your organization. | | | | | |
| T2 | There is a strong relationship between team members | | | | | |
| T3 | Communication within the transparent | | | | | |

Communication

| Questions | Queries | 1 | 2 | 3 | 4 | 5 |
|-----------|---|---|---|---|---|---|
| C1 | Communication of your organization is enhance for your effective performance. | | | | | |
| C2 | Communication in your organization is not ambiguous | | | | | |
| C3 | Communication in your organization is not ambiguous | | | | | |