

CORPORATE CULTURE AND PERCEIVED ORGANIZATION PERFORMANCE IN NEPALESE COMMERCIAL BANKS

A dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfilment of the requirements for the Master's Degree

By

Rita Dhakal

Roll. No: 1219/17

Registration No: 7-2-32-757-2007

Campus: Central Department of Management

Kathmandu, Nepal

January, 2021

Certification of authorship

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

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Rita Dhakal

January, 2021

Report of research committee

Mrs. Rita Dhakal has defended research proposal entitled “**Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Prof. Dr. Bal Krishna Shrestha and submit the thesis for evaluation and viva voce examination.

Prof. Dr. Bal Krishna Shrestha
Signature:
Position: Professor

Dissertation Proposal Defended Date:
September, 2019

Prof. Dr. Bal Krishna Shrestha
Signature:
Position: Professor

Dissertation Submitted Date:
2nd January, 2021

Prof. Dr. Sanjay Kumar Shrestha
Signature:.....
Position: Research Committee Head

Dissertation Viva Voce Date:
19th January, 2021

Approval sheet

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

.....
Prof. Dr. Bal Krishna Shrestha
Dissertation Supervisor

.....
Asso. Prof. Gyan Mani Adhikari
Internal Examiner

.....
Lecturer. Bhumi Raj Acharya
External Examiner

.....
Prof. Dr. Sanjay Kumar Shrestha
Chairperson, Research Committee

.....
Prof. Dr. Ramji Gautam
Head of Department
Date:

Acknowledgements

I am heartily thankful to my supervisor, Prof. Dr. Bal Krishna Shrestha, whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the subject. His insightful scholarship and meticulous accuracy were instrumental in shaping this work into its final form.

I would like thank Head of Department, Prof. Dr. Ramji Gautam and Research Committee Head, Prof. Dr. Sanjay Kumar Shrestha for their constant support.

The assistance of the academic and non-academic staff at the Central Department of Management, is also gratefully acknowledged. Their dedication to assist the students in many ways created a warm atmosphere and made the learning process easier.

Without the unconditional love and support from my family, I could have never accomplished this. In this respect, I am deeply grateful to my mother, Gyanu Maya Dhakal and my father, Khim Bhadur Dhakal who have given an enormous amount of encouragement throughout this journey.

My deepest gratitude to all my friends who supported me during my study. Words are not enough to describe my indebtedness to them.

To the above-mentioned people and to those who have not been mentioned, your sacrifice and encouragement are greatly appreciated and will always be in my memory. I am deeply appreciative of the time, dedication and encouragement that they have significantly contributed to the completion of my thesis.

Rita Dhakal

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Figure 1 : Conceptual framework

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Abbreviations

ANOVA	Analysis of Variance
BOKL	Bank of Kathmandu Ltd
CV	Coefficient of Variation
EPS	Earnings per Share
F.Y.	Fiscal Year
i.e.	That is
MSQ	Modified Minnesota Satisfaction Questionnaire
NCC	Nepal Credit & Commerce Banks
NEPSE	Nepal Stock Exchange
NICASIA	NIC Asia Bank Ltd
NRB	Nepal Rastra Bank
R	Correlation
R	Correlation Coefficient
ROA	Return on Asset
ROE	Return on Equity
S.D.	Standard Deviation
SBL	Siddhartha Bank Ltd.
SBL	Sunrise Bank Ltd
SD	Standard Deviation
SPSS	Statistical Package for the Social

Abstract

The purpose of this study has to investigate the Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks. The sample for study comprised 120 respondents from five commercial banks. The data were obtained through five point Likert Scale questionnaire. The data thus obtained were analyzed using maximum, minimum, mean, standard deviation, Cronbach's Alpha, correlation, regression, t-test and analysis of variance test. Under the descriptive statistics, mean, maximum, minimum and standard deviation were used to describe the situation of involvement, communication, teamwork and training culture and organization performance, employee's satisfaction and commitment. Under the correlation analysis, Pearson correlation coefficient and regression analysis were used. Pearson's 'r' was calculated to test the first hypothesis. Regression analysis was used to examine the degree of relationship between corporate culture and perceived organization performance related variables. That is, to see the reliability of data, Cronbach's Alpha was calculated. There is that the positive significant relationship between organization performances, Employee satisfaction & Employee Commitment and corporate culture related variables i.e. are Involvement, Communication, teamwork and training because p value is lower than 0.05. There is significant positive relationship between organization performance and involvement culture as well as training. However, there is insignificant negative relationship between organization performance and communication as well as teamwork culture. Similar finding has found in case of employees satisfaction and employees commitment. It shows that organization culture related factors are important for improve the performance of Nepalese commercial banks among other variables, The study conclude that commercial banks had involvement and training culture that determined how things were done, employees were like-minded and held similar beliefs and values regarding involvement and training related factors.

CHAPTER 1

INTRODUCTION

1.1 Background of the study

Organizations in many industries, such as energy, banking and electronics, have faced increasingly complex and changing environments brought about by deregulation, technological revolution, foreign competition and unpredictable markets. Key to the success of these organizations is the development of a particular culture for the organization (Walther, 1988). Culture can be defined as a combination of values, sets, beliefs, communications and simplification of behavior, which gives direction to peoples (Yildiz, 2014). Organizational culture is defined as the set of shared, taken for granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments (Zang & Li, 2013). The concept of corporate culture started to become popular in the 1980s. Corporate culture has received much attention in the last two decades due to its effects and potential impact on organizational success. Deal and Kennedy (1982) explained how cultural values and philosophy guide the employees' behavior in the organization towards greater success.

Corporate culture has received much attention in organizational behavior. Cultural factors play a key role in determining levels of organizational outcomes and effectively promote or inhibit cooperation, exchange of knowledge, experience and ideas (Schein, 1986). Organizational performance is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose. Performance is the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. Organizational performance is the ability of an organization to satisfy the desired expectations of three main stakeholders comprising of owners, employees and customers (Aluko, 2003). Organizational performance does not only mean to define problem but it also for solution of problem (Heffernan & Flood, 2000). Ricardo and Wade (2001) argued that achieving firm's goals and objectives is known as firm performance and firm's success shows high return on equity and this become possible due to establishment of good employees performance management system.

Culture is said to have pervasive effects on a firm because a firm's culture defines about its relevant employees, customers, suppliers, and competitors, and how a firm will interact with these key actors (Barney, 1986). Dennison (1984) argued that if an organization possesses strong culture by exhibiting a well-integrated and effective set of specific values, beliefs, and behavior patterns, then it will perform at a higher level of productivity. Cultural values will create excitement, high morale, and intense commitment to a company and its objectives; clarify the behaviors expected of employees; galvanize their potential productivity and through these activities, ultimately improve the financial effectiveness of the organization.

Corporate culture can be a valuable resource for companies, especially for service industries (Chan et al. 2004). Corporate culture has been assumed to have important implications, not only for the individual's affective reactions to organizational life, but also for organizational effectiveness (Denison & Fey, 2003). A well-conceived and well-managed culture closely linked to organization success can also mean the difference between success and failure in the present demanding environment.

Corporate culture has far reaching implications on organizations performance. A foundational part of the substance of the corporate culture is its values, which are unique to the organization. The culture prevailing in an organization has a serious bearing on its performance. Organizations having a strong or weak culture might affect their ability to perform strategically, not only the way managers behave within an organization but also the decisions they make about the organization's relationships with its environment and its strategy. Titiev (1959) argued that bright image rendered by the good culture accelerates its pace to success. Likewise, a healthy corporate culture in the business world guarantees vibrant and robust business activities contributing to national or global economy. Organizational performance is widely influenced by organizational culture. Organizational culture helps to build shared values and unified efforts among employees, hence contributing to achieving the organization's objectives. Employees would know the objectives of the organization, how to reach them, what tasks and responsibilities and how they should be executed and they behave accordingly. Hence, the organization would achieve performance targets (Yildiz, 2014).

Organizational commitment and Employee Satisfaction is one of the most fashionable variables which has been studied for the last three or four decades. It is quite difficult

to provide universally accepted definition for Organizational commitment like every other psychological construct (Owoyemi & Ekwoaba, 2013). The definition of organizational commitment includes the degree to which the employee feels devoted to their organization. Organizational commitment and Satisfaction has been defined as the relative degree of recognition with the organization and involvement in it. Organizational commitment includes emotional commitment, continuum commitment, and normative commitment (Meyer & Hersovitc, 2001).

Aluko (2003) found that corporate culture affects organizations' long-term financial performance and will probably be an important factor in determining the success or failure of organizations'. Culture affects the performance of organizations and it is highly embedded in societal norms and value system. Learning culture is an appropriate tool to identify organizational problems. Moreover, it is important to understand the socio-cultural values of society while studying the culture of organizations.

The relationship between corporate culture and organizational performance has been the subject of abundant research in strategic management, organizational behavior, and industrial and organizational psychology (Aluko, 2003). The importance of the corporate culture is recognized the world over. Importance of corporate culture has emerged in recent times in context of Nepal, which is a healthy sign for corporate dynamics. Though, Nepal's businesses largely revolve around its own indigenous corporate culture, characterized mainly by personal relations, attachments and friendships, 'corporate culture' is also gradually gaining ground in Nepal's business world.

Corporate culture is an important component in the field of organizational behavior, particularly in trying to better understand the context of organizations and the people managing the organization. This implies that corporate culture could affect the success of organizations in trying to achieve its goals and objectives. The commitment of the people in the organization is also essential to ensure the successful implementation of the organizational policies and plans (Adhikari & Gautam, 2011). Though, there are these finding in the context of different countries, no such finding using more recent data exist in context of Nepal. Hence, this study attempts to analyze the relationship between corporate culture and perceived organization performance in Nepalese

commercial banks. More specifically, this study attempts to examine whether the corporate culture has any effect on the bank's perceived organization performance in context of Nepalese commercial banks.

1.2 Statement of the problems

Banks and financial institutions are the main stay of economic progress of a country, because the economic development highly depends upon the corporate culture, extent of mobilization of resources and investment and on the operational efficiency of the various segments of the economy. Although, banking industry in Nepal is doing remarkable progress and growth, the corporate culture situation and organizational performance has been average and risks are rising (Shrestha, 2015). Organizational practitioners have to face a lot of management problems that have their roots in the culture of a society and those that impede progress toward achieving high performance (Zakaria, 1997).

Culture provides sustainable competitive advantage for the organizations. Barney (1991) introduced three conditions; first, the culture must be viable, second the culture must be rare and have attributes and third culture must be imperfectly imitable. These can provide assistance to superior organizational performance that can be temporary or continue for long term. Long term increase in organizational performance may cause to get the competitive advantage under long run. The link between organizational culture and firm performance lacks consistent and compelling support. The relationship between culture and organizational performance, Employees satisfaction and commitment is contingent on environmental conditions. Strong culture firms may gain advantages in stable environments but, because of the corresponding social control that promotes conformity among members, they may perform worse or less reliably in dynamic environments and during periods of change (Hanif, 2008).

The concept of corporate culture has still not developed and been practiced in Nepalese organizations like in some developed countries. However, some investigation and empirical studies have been conducted to analysis the impact of organizational culture on organizational performance in banking sector of Nepal (Adhikari & Gautam, 2011). concept of organizational culture is comprehended properly, in addition to direct impact on organizational performance, it can indirectly influence the organizational performance through employee's Employees commitment and Satisfaction. To this

end, the main purpose of this research is to investigate the mediating role of employee's organizational commitment on the relationship between organizational culture and organizational performance. Moreover, banks and financial institutions, entering the Nepalese market need to understand the impact of culture, environment, values and norms of Nepal on these important variables. The application of universal organizational culture practices to a different cultural context like Nepal is not simple, because it may result in different, undesirable outcomes. A study on corporate culture and firm performance in the context of Nepal revealed that, culture of bank has no impact on performance of commercial banks because there is no sufficient evidence to prove culture of bank does have impact on performance of commercial banks (Shrestha, 2014). However, there are above-mentioned evidences in the context of other countries and in Nepal, no such evidences using more recent data exist in the context of Nepal. This study therefore has deal with the following issues in the context of Nepalese banks:

- i. Is there any relationship between involvement culture and organization performance, employee satisfaction & employees commitment in Nepalese commercial banks?
- ii. How teamwork culture affects organization performance, employee satisfaction & employees commitment in Nepalese commercial banks?
- iii. Can communication culture of banks affect organization performance, employee satisfaction & employees commitment in Nepalese commercial banks?
- iv. What is the relationship between training culture and organization performance employee satisfaction & employees commitment in Nepalese commercial banks?

1.3 Objective of the study

The main objective of this study to examines the relation between corporate culture and organizational performance in commercial banks of Nepal whereas the specific purposes are as follows:

- i. To establish the effect of involvement culture on organization performance, employee satisfaction & employees commitment in Nepalese commercial banks
- ii. To assess the effect of Team work culture on organization performance, employee satisfaction & employees commitment in Nepalese commercial banks
- iii. To determine the effect of communication culture organization performance, employee satisfaction & employees commitment in Nepalese commercial banks

- iv. To examine the effect of training culture on organization performance, employee satisfaction & employees commitment in Nepalese commercial banks.

1.4 Hypothesis development and conceptual framework

Figure 1 illustrates the framework of this study. The framework shows that corporate culture could influence organizational Performance. This framework is based on Zain, Ishak and Ghani (2009). The four dimensions are teamwork, communication, training and Involvement. These four dimensions are selected because they have been selected as those likely to have the greatest effects on Organization Performance. It is expected that these dimensions of corporate culture influence the Organization Performance. Therefore, the four dimensions of corporate culture becomes the independent variable and organizational Performance is the dependent variable in this study.

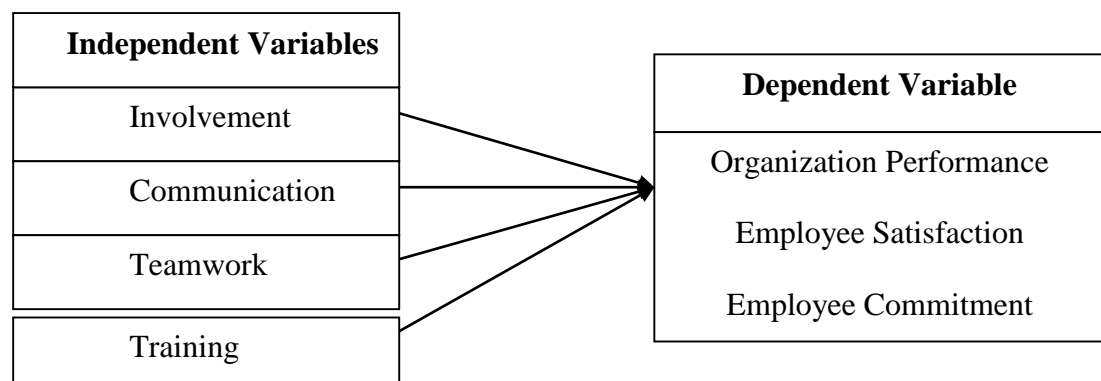


Figure 2 : Conceptual Framework

Hypothesis development

Hypothesis related with first dependent variable

H₁1: There is significant relationship between Involvement Culture and Organization Performance

H₁2: There is significant relationship between Communication and organization performance

H₁3: There is significant relationship between Teamwork and organization performance

H₁4: There is significant relationship between Training culture and organization performance

Hypothesis related with Second dependent Variable

H₂1: There is significant relationship between Involvement culture and Employee Satisfaction

H₂2: There is significant relationship between communication and Employee Satisfaction

H₂3: There is significant relationship between Team Work and Employee Satisfaction

H₂4: There is significant relationship between Training and Employee Satisfaction

Hypothesis related with Third Independent Variable

H₃1: There is significant relationship between Involvement and Employee Commitment

H₃2: There is significant relationship between Communication and Employee Commitment

H₃3: There is significant relationship between Teamwork and Employee Commitment

H₃4: There is significant relationship between Training and Employee Commitment

1.5 Rationale of the study

In Nepal, there are very little amount of researches and studies to go through regarding Commercial Banks Culture and its influence on perceived organization performance. So this study will be significant useful for corporate investors, individual investors, policy makers and further researcher as follows:

- i. This study has benefited to the managers in the private sector since they face a great challenge in improving organizational performance, Employees satisfaction and Commitment.
- ii. The study findings assist business managers in corporations by contributing knowledge and experiences regarding the role of organizational culture in improving performance and productivity.
- iii. The research findings also seek to extend knowledge in the world of academics in the same area of the study.
- iv. This study is useful as literature in the area of study. This is also useful other researchers and academicians who will borrow ideas from the study, which will serve as a basis for further research.

1.6 Limitations of the study

Each study has some limitation. This research also is not free from the limitation. So such limitation is mentioned as following:

- i. This study have not include more than five commercial banks from the 27 commercial banks in Nepal
- ii. Larger sample have not be taken for the study. Therefore, finding of this study may not represent the whole population.
- iii. Data collected through questionnaire cannot determine the actual cultural impact on banks performance. To maximum extent, it has been determined by conducting interviews with employees. So, reliability in regard to data has been question mark.
- iv. Findings of the study have been varying over time because of change in cultural conditions of the employees. So, implications of this study has not hold true for long time.

Despite those above-mentioned limitations, this study has tried to provide more valid and reliable result into the subject matter of the study.

1.7 Chapter plan

There were total five chapters in this study namely introduction, literature review, research methodology, results and conclusion. Each has been briefly explained as follows:

Chapter 1: Introduction

This chapter includes background of the study, statement of the problems, objectives of the study, significance of the study and limitation of the study.

Chapter 2: Review of literature

This chapter deals with review of various books, previous study; journal published and unpublished reports, articles and newspaper.

Chapter 3: Research methodology

This chapter deals with introduction research design nature and sources of data collection, data collection technique, data processing procedure and analyzing tools.

Chapter 4: Results and discussion

The fourth chapter deals with presentation of related data collected from different sources then analysis them to reach closer to the actual result by using financial and statistical tools and techniques.

Chapter 5: Summary and conclusion

Finally, in the fifth chapter whole study has summarized. Conclusion of the whole study and supply of valuable recommendation for the improvement has done.

CHAPTER 2

LITERATURE REVIEW

This chapter deals with theoretical aspect of the topic on Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks. It provides the foundation for developing a comprehensive theoretical framework and knowledge of the status relevant to the field of research in order to explore the relevant facts for the reporting purpose. For this, NRB's directives, books, journals, articles, annual reports and some related research papers have been reviewed. This chapter has been, broadly classified into two sectors: theoretical perspective for conceptual review and review of related studies for development of research gap.

2.1 Conceptual review

The review of textbook and other reference materials such as newspaper, magazines, research articles, journals and past thesis have been included in this topic. Corporate Culture and perceived organization performance in Nepalese commercial banks. How corporate culture affect the performance in to consideration in this sections. In addition, knowledge of the process and awareness of its strength and weakness are important in setting objectives and goals for organization culture and its impact on performance, satisfaction and commitment.

2.1.1 Organization culture

Culture can be defined as a combination of values, sets, beliefs, communications and simplification of behaviour that gives direction to peoples. The basic idea of culture arrives through sharing of learning processes which is based on the proper allocation of resources. (Titiev, 1959) The mental ability of human which helps in enhancing thinking and decision making depends on the organization culture (Pettigrew, 1979). According to (Schein, 1990) culture is a collection of various values and behaviors that may be considered as a guide to success. As per (Kotter & Heskett, 1992), culture is collection of beliefs, behaviors and values which society contains normally. In simple we can say that culture is knowledge, explanations, values, beliefs, communication and behaviors of many people, at the right time and right place. In present era the concept of culture is used as a concept of organization. Organizational culture may be consist of two important elements of social group; structural stability of

number of peoples and assimilation of an individual item in good standard .According to (Allard, 2010), organization's norms and values have a great impact on those who are fully devoted to the organization. According to him norms are unable to be seen but if the organizations want to increase the profits and productivity of the employees norms comes first to be considered.

Organizational culture is the way that things are done in an organization, the unwritten rules that influence individual and group behavior and attitudes. Organizational culture plays a key role in management of organizations. Culture is a key tool in managing organizations. Several benefits have been cited to be of great value to the development of design and structure. Many organizations have failed due to cultural diversity that affects reporting systems. Studies show that there is a relationship between organizational culture and its performance.

Organizational culture has a number of underlying factors it is formed by a set of values, beliefs, assumptions, common understandings, Involvement, Communication, attitudes, behavior's, thinking, Team Work, Training, norms and traditions of the people in the company. Factors that can influence organizational culture include: the organization's Communication, Team Work, Training and Involvement by which work is carried out, All of these reflect common beliefs that derive from the common culture.

2.1.2 Characteristics of organizational culture

According to Dasanayaka and Mahakalanda (2008), maximizing employee's values are considered as rational assets that required a culture to support their logical participation both for individual and organizational learning, new knowledge formation and readiness to share with others. Schein (1992), tells that organizational culture is very important today as compare with past. Aluko (2003), define some of the characteristics of the organizational culture:

Collective: It is assumed that cultures are not created by individuals alone, but as a result of collective actions. Belonging to a culture involves believing in what the group believes and handling things the way and manner they handle them

Emotional: The substance and forms of culture are filled with emotions as well as meanings, which is why they help to manage and overcome anxieties. Members of a group seldom doubt the core values and attitudes of the organizational culture.

Historic: Cultural phenomena are connected to the history of the organization and its traditions and cannot be separated or changed rapidly.

Symbolic: Symbols are on the one hand, a specific type of cultural form, but on the other hand, they are the most general and persuasive form of culture. Furthermore symbols are not directly seizable, but have to be interpreted in order to understand their meaning.

Dynamic: Even though culture is connected to the organization's history, it still is not static, but rather dynamic. Culture is subject to continuous change.

Diffuse: The more complex the circumstances are, the more diffuse the elements of organizational culture will get.

Robbins and Judge (2011) examine seven basic characteristics of organizational culture: Innovation and training; Attention to detail and communication; Outcome, People Involvement; Team orientation; Aggressiveness; and Stability. They went further to say that each of the seven characteristics exist on a continuum from high to low and that approaching an organization on the basis of the above characteristics, then gives a composite picture of the organizational culture.

2.1.3 The importance of the organizational culture concept

The organizational culture concept became important both because of what it drew attention to and because of what it enabled. It underlined the fact that organizations were multidimensional, and that how individuals made sense of and felt about them could often be more important than what figures revealed about them. It placed emphasis on the hidden creative potential of the organizational culture concept became important both because of what it drew attention to and what it enabled. It underlined the fact that organizations were multidimensional, and that how individuals made sense of and felt about them could often be more important than what figures revealed about them. It placed emphasis on the hidden creative potential of the organizational culture concept became important both because of what it drew attention to and because of what it enabled. It underlined the fact that organizations were multidimensional, and that how individuals made sense of and felt about them could often be more important than what figures revealed about them. It placed emphasis on the hidden creative

potential of human beings to transform organizations, and the importance of what happens in everyday relations rather than solely in the annual company report.

The culture decided the way employee interacts at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management. The culture of the workplace also goes a long way in promoting healthy competition at the workplace. Employees try their level best to perform better than their fellow workers and earn recognition and appreciation of the superiors. It is the culture of the workplace, which actually motivates the employees to perform. Some researchers have discovered that there are some cultural traits that relates with economic performance (Denison, 1990). “Organizational culture is one of the most important factors that affiliated to the endurance and success of any organization (Ahmed, & Kennerly, 1989).

Organizational culture is important in promoting code of conduct in employees, facilitates motivation through recognition, promotes self-satisfaction, and acts as a guide to employee thinking and actions. Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies, which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the tasks ahead of the deadlines. No two organizations can have the same work culture. It is the culture of an organization, which makes it distinct from others. The work culture goes a long way in creating the brand image of the organization. The work culture gives an identity to the organization. In other words, an organization is known by its culture. Management” (Onyango, 2014, p. 204). Impact on organizational performance” (Ahmed, & Shafiq, 2014, p. 22). They argued further, that “the notion of organizational performance is organisation.” (Ahmed, & Shafiq, 2014, p. 22)

Schein (2011) identified four functions of organizational culture: providing a sense of identity to members; improving the readiness of members and strengthening organizational values; and shaping behavior through a control mechanism. The organization culture brings all the employees on a common platform. The employees must be treated equally and no one should feel neglected or left out at the workplace. It is essential for the employees to adjust well in the organization culture for them to deliver their level best. The work culture unites the employees who are otherwise from

different back grounds, families and have varied attitudes and mentalities. The culture gives the employees a sense of unity at the workplace.

Organizational culture that is manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm's competitive advantage (Ehtesham, Muhammad, & Muhammad, 2011). Certain organizations follow a culture where all the employees irrespective of their designations have to step into the office on time. Such a culture encourages the employees to be punctual which eventually benefits them in the end. It is the culture of the organization, which makes the individuals a successful professional. Every employee is clear with his roles and responsibilities and strives hard to accomplish the tasks within the desired period as per the set guidelines. Implementation of policies is never a problem in organizations where people follow a set culture. The new employees also try their level best to understand the work culture and make the organization a better place to work.

The work culture promotes healthy relationship amongst the employees. No one treats work as a burden and moulds himself according to the culture. It is the culture of the organization that extracts the best out of each team member. In a culture where management is very particular about the reporting system, the employees however busy they are would send their reports by end of the day. No one has to force anyone to work. The culture develops a habit in the individuals, which makes them successful at the workplace.

2.1.4. Concept of strong or weak organizational culture

Organizational culture can be either a strong one or weak one (Deal & Kennedy, 1982). The type of culture adopted by an organization is dependent on the extent to which members adapt to that culture” (Maseko, 2017). A strong culture exists when every member of the organization agrees and follows the agreed pattern of behavior that has proven to be beneficial, both in content and context, to the whole organization. According to Ashipaoloye (2014), a weak organizational culture, refers to values and beliefs not strongly and widely shared within the organization. Organization with a weak culture, employees only adhere to organizational rules and regulations not because they derive satisfaction from their jobs, but because of fear of the consequences of their inactions (Maseko, 2017).

In the opinion of Owoyemi and Ekwoaba (2013), strong culture is a “two edged sword that can affect both management and the employees.” They therefore advised that positive strong culture should be encouraged while negative strong culture should be discouraged. Alkailani, Azzam, and Athamneh (2012) state that organizational culture can encourage employees to give out their best for the sake of organizational goals, or it can discourage or demoralize them with a subsequent discouragement or demoralize them with a subsequent disadvantage to the organization's survival.

Several studies support the proposition that organizations with strong cultures perform better than those with weak cultures. For instance, Onyango (2014) states that weak cultures are usually associated with autocratic managers whilst strong cultures are products of collaboration that arises when employees share certain beliefs and value systems with the significant others. In his own final submission, Maseko (2017) concluded by stating that “strong organizational cultures are more successful than weak organizational cultures in achieving organizational goal due to the perceived correlation between organizational culture and employee motivation. This is because organizations with strong cultures have more unity among employees as they hold common beliefs and values.

2.1.5 Dimensions of organization culture

The dimensions approach has become extremely popular for research, analysis and diagnosis in the area of societal culture and its influence on the management of organizations and the behaviors of organizational members. Hofstede, who is best known for his work in studying how national and regional cultural characteristics (i.e., “societal culture”) impact organizational behavior, also conducted smaller studies that focused on organizational culture and attempted to identify dimensions of organizational culture that can be used as a descriptive framework for organizational cultures. In fact, while the organizations that he studied did evidence widely divergent perceptions of daily practices he was only able to uncover “modest” differences in values after taking into account the effect of non-organizational factors such as nationality, education, age and gender. Thus, Hofstede (1997) developed six dimensions of culture discussed below:

Dimension 1: Process oriented Vs. result oriented

This dimension represents a preference towards processes or results. As the name implies, a process oriented culture focuses more on technical and bureaucratic routines. In contrast, a result oriented culture focuses more on achieving the desired results and outcomes in order to meet the objectives of the company. Thus, in process oriented culture, people perceive themselves by avoiding risks and making only a limited effort in their jobs, -each day is pretty much the same. Results oriented people perceive themselves as comfortable in unfamiliar situations—each day brings in new challenges (Hofstede, 1997).

Dimension 2: Employee oriented Vs. Job oriented

This dimension represents a preference towards processes or results. As the name implies, a process-oriented culture focuses more on technical and bureaucratic routines. In contrast, a result-oriented culture focuses more on achieving the desired results and outcomes in order to meet the objectives of the company. Thus, in process-oriented culture, people perceive themselves by avoiding risks and making only a limited effort in their jobs, -each day is pretty much the same. Results oriented people perceive themselves as comfortable in unfamiliar situations—each day brings in new challenges (Hofstede, 1997).

Dimension 3: Parochial Vs. professional

This dimension represents the way the members of an organization identify themselves. Members in organizations with professional culture, tend to identify themselves primarily with their professions. Members of parochial culture feel the organization's norms cover their behavior on the job as well as their home (Hofstede, 1997).

Dimension 4: Open system Vs. closed system

In open systems, members consider both the organization and its people. They are opened to newcomers and outsiders. In closed systems, the organization and its people feel closed, even among insiders (Hofstede, 1997).

Dimension 5: Loose control Vs. Tight control

This dimension represents the amount of internal structuring in the organization. Employees in loose control units have more autonomy and different departments may operate without much coordination between each other. People in tight control units describe their work environment as closed. Supervisors know exactly what employees do, and management can coordinate all the activities of different departments according to a central strategy (Hofstede, 1997).

Dimension 6: Normative Vs. pragmatic

This dimension represents methods used by an organization in dealing with its environment and customers. To normative cultures people, following organizational procedures are more important rather than following the results. To pragmatic cultures people, following results and meeting customer needs is more important (Hofstede, 1997).

2.1.6 Components of organization culture

Cultures are rules and laws, which are passed from one generation to the next generation. This is a basic definition from which culture can be explained theoretically but to define a culture more precisely we have to classify and name its basic element moreover the subjected elements are needed to be explained in detail; to describe and understand the deep and real sense of the term “Culture

a) Values

Values are beliefs in what is best or good for the organization and what should or ought to happen. The ‘value set’ of an organization may only be recognized at top level, or it may be shared throughout the business, in which case it could be described as ‘value-driven’. The stronger the values the more they will influence behavior. This does not depend upon their having been articulated. Implicit values that are deeply embedded in the culture of an organization and are reinforced by the behaviour of management can be highly influential, while espoused values that are idealistic and are not reflected in managerial behaviour may have little or no effect. When values are acted on they are called ‘values in use’. Values are translated into reality through norms and artefacts, as described below. They may also be expressed through the media of language (organizational jargon), rituals, stories and myths.

b) Norms

Norms are the unwritten rules of behavior, the ‘rules of the game’ that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, believing, and even wearing. They are never expressed in writing – if they were, they would be policies or procedures. They are passed on by word of mouth or behavior and can be enforced by the reactions of people if they are violated. They can exert very powerful pressure on behavior because of these reactions – we control others by the way we react to them.

c) Team Work

Making, enhancing, and celebrating cooperation is at the heart of every successful organization society. A culture of cooperation focuses on team skills rather than on personal skills, promotes cooperation, and allows for tasks to be completed in the faster, better, and more efficient manner. While personalities that work well together certainly get cooperation easier, the actual success or failure of cooperation is inferred from the system or culture in place. Teams want to know what these expectations are and what these characters and principles are. Those want to be reinforced and clarified to all team members, and when a high-performance system is in place, cooperation grows often easier.

d) Training

The systematic approach to affecting individuals' knowledge, skills, and attitudes in order to improve individual, team, and organizational effectiveness. Training programs in organizations provide a variety of benefits. For example, organizations gain through the improved performance and increased productivity that accompany employee development, while employees enjoy extrinsic and intrinsic rewards associated with skill development and performance improvement. Effectiveness is measured by how many training participants successfully apply their learning on the job (penetration); how long training participants continue to apply the learning on the job (sustainability); and how quickly the organization will realize the benefits for the entire target audience (speed).

e) Involvement

Employer branding has become increasingly valuable. Employees are a lot like clients. Employees no longer prioritize remaining in the single task until retirement, and rather, they are more likely to select the business that occupies them and aligns with their passion and values. Cue organizational culture and employee involvement. Employee involvement is the direct result of a strong organization culture. It relates to how employees think about their society and their jobs. The stronger the corporation's culture, the greater employees realize what is required of them and what they are working toward.

f) Communications

Organizational communication mostly focuses on building relationships and interacting with internal organizational members. The traditional way of looking at organizational communication focuses on communicating within organizations. The second way is communication as structure meaning organizations are the consequence of the connection of the people within them. Communication is not only about communicating messages between senders and receivers. The intentionality of your organizational communication can also determine how your employees understand their performance, their value and their impact on the organization. Without strategic communication, there is no way for your team to understand the components of company culture that you have devised.

2.1.7. Building an organizational culture in banking sector

Human resources of banks are extremely important as the banking industry lies in providing services. The management of human resources and risk management are two of the most basic challenges faced by banks. The way in which they manage their workforce, determines the success of banking operations. Despite the growth prospects and the fact that bank wants to create a competitive advantage, the most common problem is the lack of cultural integration (Bashir & Ramay, 2010). The key of success is to anticipate potential conflicts, resulting gap employee communication with customers and other stakeholders at each step of the process. Successful banks / financial institutions understand the valuable role of human resources during critical periods, as the fear of uncertainty may lead to defensive and negative feelings of employees. And this in turn could lead to the loss of the best employees of the bank and sometimes customers (Bushra, Usman, & Naveed, 2011).

Organizational culture of a bank, as a company, is located on the values, attitudes and beliefs. Executives and managers must consider the differences, strengths and weaknesses in the culture of bank and the potential conflicts that may arise, which should be identified and resolved. Ignoring this important task, the task of creating a competitive advantage may be detrimental in the long run. Then, the development and explanation of the aim and objectives it wants to achieve the bank will help in better understanding the role of employees and the new directions to be followed. In this way,

employees can feel less anxious about their working environment (Chen, Fosh, & Foster, 2008).

Communication is essential and can help people to alleviate unfounded rumors and unnecessary fears and anxieties. Weekly e-mails or corporate meetings allow administrators to set the stage for potential upcoming changes. A monthly newsletter or intranet also can be beneficial. Additionally it is necessary to effectively address a number of areas where it may cause concern, such as allowances, changes that may occur, potential restructuring and its overall impact on employees, customers and other interested parties. The administration should be honest about all the changes that will occur during any process (Chowwen, 2013). In case of a merger, for example, between two banks employees should remember that “merger is a marriage between the two banks, not only in terms of liabilities and assets, but also in terms of the combination of corporate culture”. Experience has shown that the failure condition of assessment and care of cultural application can even “derail” mergers. For example, if cultures of the banks are very different, managers and supervisors will need to allow more time to build confidence and introduce and implement any changes. The manpower needs to create a good relationship with the administration and with other members of staff from both banks. When communicating with staff, managers of human resources should be careful in choosing the words they use and they should be completely honest with them. They should not make promises they cannot keep. In addition, staff should always know what supervisors expect of them (Amihud & Miller, 2010).

A critical and often overlooked issue is the combination of culture of two different departments of banking sector. To provide the organization success and a good climate of cooperation should be developed camaraderie and optimism to overcome the fear and confusion. Communication is vital and personnel managers should consider the types of communication between the departments. The human resource department with feedback sessions can help the integration of staff and build confidence in the working relationships (Dell’Ariccia, Detragiache & Rajan, 2008).

There have been several studies carried out by examining the relationship between human resource development and strategic human resource management. Studies have shown that both practices regarding the identification results of organizations such as employee satisfaction, but also the profit margin of the bank (Dell’Ariccia, Detragiache

& Rajan, 2008). The effectiveness of the banking organization does not depend only in financial resources, which are available rarely, but mostly depends on the quality and experience of its employees. The differences that exist between two or more banks are dependent on the quality level of their workforce. At the same time, the difference in level of performance depends on the level of development of their human resources. Therefore, the importance of any organization depends on the level of Training. The Training of human resources working to improve both the group and individual performance, as it focuses on strategic approaches advanced management methods and affects the dynamics and effects of the banking organization, which develops its activities in a complex and dynamic environment (Koustelios & Kousteliou, 2001).

The increasing importance of information technology in any business success and the fact that competitive advantage can be gained through the experience of workers has increased the importance of the strategic value of human resource management and human resource development. The development of human resources can lead to the implementation of strategies based on product innovation, quality, cost, and global relocation (Koustelios & Kousteliou, 1998).

Other areas that require talent and skill is managing the growing complexity, the reduced customer loyalty, the rapidly increasing competition for deposits and the lending crisis. The bank is able to overcome the difficulties of prioritizing the management of talent and skills of employees and their satisfaction. Changing the way the bank manages employee skills can bring improvement and make crisis manageable. The evaluation process taking place every six months between employees and managers has increased active and has shown that employees are a top priority for the bank. Therefore, this approach, which is used by the bank, gives the ability to overcome most of the problems have been (Belias, Koustelios, Sdrollias & Koutiva, 2013)

2.1.8 Organization performance

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Mostly researcher's used the term performance to express the range of measurements of transactional efficiency and input & output efficiency. According to Barney (1991) performance is a continuous process to controversial issue between organizational researchers. Organizational performance does not only mean to define

problem but it also for solution of problem (Hefferman and Flood 2000). Daft (2000), said that organizational performance is the organization's capability to accomplish its goals effectively and efficiently using resources. As similar to Daft (2000), Richardo (2001) said that achieving organizational goals and objectives is known as organizational performance. Richardo (2001) suggested that organizations success shows high return on equity and this become possible due to establishment of good employees performance management system.

2.1.9 Impact of corporate culture on organizational performance

Corporate culture improves efficiency in an organization by enhancing coordination and control within the firm. Corporate culture helps employees to interact and engage with each other and thus improves the efficiency of information sharing. Barney (1986) illustrates that corporate culture leads to a sustained competitive advantage and thus a sustained financial performance. There is a close link between organizational culture and performance. However, this link has not been exhaustively researched. Barker (2004) observes that organizational culture and performance are related to some extent.

Sowmya and Panchanatham (2011) argue that while Corporate culture and performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence Corporate performance. In this respect Corporate culture consists of empirically accessible elements such as behavioral and attitudinal characteristics which do not directly lead to organizational performance. This is because Corporate culture consists of shared perceptions while performance covers individual attributes that can be measured using different parameters. Although the established guidelines about the key components of Corporate performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link Corporate culture to performance (Sowmya and Panchanatham, 2011).

2.1.10 Employee satisfaction

Employee satisfaction refers the degree of the positive or negative feeling of employees about their jobs. It is a posture or sentimental response to job obligation as well as to the social conditions of the work place (Ramman, 2011). A highly satisfied employee is more satisfied with the job and vice versa, a dissatisfied person has negative feeling about the job. job satisfaction is the inner or external demonstration that gives the

employees a sense of fulfillment or enjoyment in terms of their work. when an employee says that he is satisfied with his job, it means that he feels good about his job and he values it and consequently he is like his job.

There is a belief that when the employee is happy he will be productive. Happy employees are more likely to attract more customers by a welcoming and kind manner and unhappy employees can lead customers to leave (Hanif, 2008). Much research has been undertaken by job satisfaction and its consequences but unfortunately a few numbers of them are about banking industry. It showed that job satisfaction correlates with raised output, being loyal with bank, organization's efficiency and decrease in absenteeism. Davis (2007) indicated that job satisfaction positively influences the effort, capability and ability of employees. He also emphasizes that dissatisfied employees may cause difficulties such as increasing cost and decreasing profits and consequently dissatisfy customer.

2.1.11 Employee satisfaction in the banking field

It can be said that job satisfaction has been conceptualized in many ways, and lots of dimensions have been distinguished. Extensive organizational culture and organizational behavior research has shown that employees characterized by high feelings of job satisfaction tend to be more productive, more committed to their job and less likely to resign. Numerous studies have been conducted in order to measure job satisfaction in the banking field. A bank is a financial institution and an intermediary, where deposits are accepted and channeled into lending activities either directly or indirectly, through capital markets. In most countries, the banking field is highly regulated, because of its critical status within the financial system. Most banks operate under a system known as fractional where they hold only a small reserve of the funds deposited and lend out the rest for profit. They are generally subject to minimum capital requirements which are based on an international set of capital standards, known as the Basel Accords (Amihud & Miller, 2010). Job satisfaction in the banking field has been investigated systematically in the 1990's, when the studies of Ahamad (1992) and Davis (1992) showed that high job satisfaction among bank employees was positively correlated to low occupational stress, high job performance, low turnover intention and low psychological distress. Those findings were confirmed in the research of Spector (1997).

The study of Grusky (1966) has additionally revealed that job satisfaction was likely to be affected by several factors, like the working environment, the rewards offered in the workplace, as well as family obligations and issues. Furthermore, it was found that individuals' job expectations are likely to affect what they actually receive from different faces of the work situation. Therefore, superiors can use the information provided by job satisfaction reports in order to implement strategies for the motivation of their subordinates and the increase of productivity. Additionally, Mallik & Mallik (1998) found that bank managers were more job involved than clerks and sub staff, but experience less job satisfaction. Walther (1988) had found that perceived communication adequacy in multi-branch banking organizations affected employee's productivity and job satisfaction as well. In the following decade, Manetje and Martins (2009) observed that factors such as growth, transparency, the level of decision-making power and so on affect the degree of job satisfaction of young executives.

Majeed et al. (2012) revealed that job satisfaction of bank employees was strongly and negatively related to frustration and intention to quit of individuals with positive affectivity. Employees of branch banks experienced lower levels of job satisfaction, job involvement, organizational commitment and partial inclusion, and higher levels of role ambiguity and role conflict than employees of main office banks. Allam (2007) collected data from 300 bank managers and clerks and found that the experience of job satisfaction and job commitment of managers and clerks was most affected by personal accomplishment, while the job involvement of clerks is also likely to be affected by emotional exhaustion. In addition, job satisfaction in the banking field has been investigated parallel with relations among employees, relations between employees and superiors, organizational hierarchy, salaries, institution type (public or private) and promotion opportunities (Singh & Kaur, 2009; Sowmya & Panchanatham, 2011)

2.1.12 Impact of corporate culture on employee satisfaction

Employee satisfaction is one of the most frequently investigated variables in organizational culture, behavior and other occupational phenomena, ranging from job design to supervision. In general, Employee satisfaction encapsulates an employee's feeling about his/ her job. Research, however, has revealed that Employee satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's

nature, the opportunities provided etc. Many different components of Employee satisfaction have been defined and studied, in the frame of a general effort to analyze and promote it (Koustelios & Kousteliou, 2001). The basis for the investigation and assessment of Employee satisfaction was formed by the Motivation-Hygiene theory of Titiev, (1995), according to which employees' feelings toward their job are affected by two factors, motivators and hygiene issues.

A few years later, Hackman & Oldman (1975) formed another model of Employee satisfaction, in order to describe the causal relation between a job's features and the employees' behavior. During the following decades, many researches were conducted in order to define and describe the dimensions of the job satisfaction phenomenon. The work of Kennerly (1989) revealed the relationship between job satisfaction, leadership behaviors and organizational culture. More specifically, organizational behaviors, like warmth among employees, mutual trust, respect and rapport between employees and superiors can be significant predicting factors of the job satisfaction experienced by employees in the field of health (Kennerly, 1989). The work of Billingsley and Cross (1992) showed that leadership support, work involvement and low role conflict can be predicting factor of job commitment, job satisfaction and unwillingness to quit (Billingsley & Cross 1992). Moody (1996) found that job satisfaction was higher among employees with many years of experience in the specific institution, in terms or nature of work, income and cooperation among colleagues (Moody 1996). In the years that followed, the interest of researchers was turned to a cognitive approach of job satisfaction, taking into account not only the employees' needs, but their cognitive processes that determine their attitudes and perspectives. Spector (1997) reviewed the most popular job satisfaction instruments and summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, organization's policies and procedures, payment, personal growth, promotion opportunities, recognition, security and supervision. The study of Doughty et al. (2002) showed that the most appreciated job satisfaction factors were job involvement, cohesion among colleagues, support from superiors and opportunities for autonomous action (Doughty, May, Butell, & Tong, 2002).

2.1.13 Employee commitment

The studies which assess employees intentions to quit or willing to leave an organization reveal that employees are always perusing internal goals to achieve for which they remain in search of better prospects (Noureen and Abbas, 2017). Commitment is an emotional attachment of an employee with an organization to stay in the organization as long as possible (Grusky, 1966) and this attachment indeed averse the turnover intentions. A number of researchers studied this phenomenal in the past to see why employees show commitment to an organization and what they expect in return of it (Meyer et al., 2002). Organizations fulfill their duties by providing all facilities related to job to their employees. Organizations provide their employees a secure environment in which they grow and develop in their disciplines. This creates a need for the element of attitudinal reciprocity, this mutual exchange of obligations stimulate employees commitment toward organizations and eventually leads to the enhanced employee and organizational performance (Cropanzano et al., 2003).

Organization commitment is considered as a bond between employee and employer. Commitment related attitudes either positive or negative (Manetje & Martins, 2009) and commitment related behaviors are studied in terms of antecedents and results of commitment. The employee's personal attributes act as antecedents for their commitment to an organization. The level of commitment of employees also depends on their age and time with the organization. The management style can also become a predictor of employee's commitment. The expense by an organization which could be in monetary terms, effort or time granted to their employees becomes a reason of commitment towards organization. The mutual exchange of obligations bind the employees to a psychological contract, this contract exert pressure on employees to remain committed with the organization. Highly committed employees are enthusiastic towards their organizations. Absenteeism and turnover intentions are negatively correlated but organizational performance is positively correlated with commitment. The more an employee identify and associate himself with the organization, finds congruence with his and organizational goals, more he or she will be excited to work for the enhanced organizational performance. The employees having high level of commitment have high expectations to perform and try to achieve their expectations by performing up to the mark (Meyer et al., 2002).

2.1.14 Impact of corporate culture on employee commitment

The organizational cultural values and beliefs are visible in its systems, policies and programs. The organizational cultural philosophy has a direct or indirect impact on employees organizational commitment, this phenomena exist when an individual's personal values and beliefs become identical or aligned to that of his organization. Authors suggested organizational commitment as an output of organizational Corporate culture (Manetje & Martins, 2009). The empirical study conducted in South African motor manufacturing organizations for finding the relationship between organizational culture and commitment and found it significantly positive. But, it was negatively correlated with power culture (Lok and Crawford, 2004). For providing an auspicious working environment to its employees, the organization have to work on its cultural dimensions such as involvement and participation of employees, the system of communication, appreciation & rewards, training & development. These cultural dimensions have a direct and positive relationship with an individual's perception, feelings and thoughts to remain with the organization and to work for its improved performance (Widyaningrum, 2012).

Earlier to these findings, Lok and Crawford (2004) conducted a cross national study between Hong Kong and Australian organizational cultures and linked innovative and supportive culture positively correlated with organizational commitment. The Australian organizations were high in commitment scores as they encouraged employees to involve and participate, always sought to modulate as per the environmental changes, ensured congruency among the organizational mission and philosophy to organizational programs and policies. On the other hand Chinese organizations were at low commitment scores as there was centralized autocratic and bureaucratic culture that depicted high power distance. Prevailing power culture has negative but significant impact on commitment level of employees, however, the preferred support culture has insignificant impact on employee's commitment.

The organizational commitment has a direct impact on organizational performance. The organizations that motivate and encourage their employees to participate, have a strong communication system, believes on rewards & recognition always retain highly committed employees, which ultimately leads improved organizational performance (Khan et al., 2010). The research conducted by Widyaningrum (2012) also reached to

similar conclusion of positively correlating culture-commitment-performance. Singh and Das (1978) also study the construct and found that the level of commitment and performance were significantly influenced by organizational culture. Organizational commitment is the most consistent employee attribute. Highly committed employees of an organization play active role in both participation and production (Angle and Perry, 1981)

2.2 Review of previous research

In this part, effort has been made to examine and review some of the related studies. Various articles are been written in the related topics. Efforts have been put to get the knowledge about Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks.

2.2.1 Review of articles

Kamau & Wanyoike (2019) investigated on corporate culture and organizational performance: A case of Mayfair casino, Nairobi city county, Kenya. The objective of the study was to access the effect of corporate culture on the organizational performance of Mayfair Casino in Nairobi City County in Kenya. This was achieved by looking at the effects of values, teamwork, employee involvement and leadership on the organizational performance of Mayfair Casino. These four components formed the independent variables of the study and were used as indicators of corporate culture. The dependent variables were effectiveness, efficiency, productiveness and satisfaction which were used as indicators of organizational performance. The study adopted both descriptive and explanatory research designs. Descriptive statistics was used to analyze the data and draw conclusions. The population of the study was the 360 employees in Mayfair Casino. Stratified random sampling was used to come up with a sample of 108 employees that represented 30% of the population. Primary data was collected by the use of structured questionnaires and interviews. The results of the study revealed that satisfaction, productiveness and effectiveness are vital to the organizational performance of Mayfair Casino. The study concluded that there exists a strong positive correlation between corporate culture and organizational performance.

Gautam (2018) conduct the research on Training Culture and Employees Performance in Nepali Banking Industry. Performance of the employees can be sustained with training. This study aims to examine whether Nepali-banking sector has established

training culture? If yes, whether training has significant influence in performance? This study follows descriptive and correlation research design. Structured questionnaire with 5-point Likert scale is used to collect the information. Mean, standard deviation, correlation and independent sample t-test are used to analyze the data. Result revealed that Nepali banks have established the training culture. Training environment, training methods, training-reward linkage are the major factors of training culture affecting training satisfaction and employee performance. Employees are satisfied through the skills acquired from training. Gender and the bank types have mediating role in training satisfaction and employee performance.

Alvi et al., (2017) evaluated the influence of organizational culture and employee satisfaction upon organizational performance. For doing so, the present research is considering the banking sector of Lahore (Pakistan) as the target population. For testifying the relationship, two hypotheses were proposed. Results indicate that employee job satisfaction and organizational culture are two noteworthy antecedents of organizational performance. But, employee job satisfaction is a better predictor of organizational performance as compare to organizational culture. So, the banking sector of Pakistan must formulate the good policies about the incorporation of good policies for improving the level of job satisfaction and organizational culture which may cause the better level of organizational performance. Data was gathered through a designed questionnaire. Total 125 questionnaires were distributed randomly. 105 questionnaires were fully filled and were used in the final analysis.

Cheema & Abbas (2017) examined Organizational Culture Impact on Banking Performance in Presence of Organizational Commitment: A Case of Banking Sector of Pakistan. This study is a pursuit of performance evaluation of the banking system in Pakistan but with a specific reference of organizational culture. How organizational culture influences the banking performance and to see the role of organizational commitment if that augments the performance culture relationship? Both primary and secondary form of data was used. 331 responses were gathered randomly from six Commercial Banks of twin cities (Islamabad and Rawalpindi: two cities in Pakistan) listed at Karachi Stock Exchange Pakistan. Primary data was collected by floating a questionnaire containing 27 items regarding to organizational culture and organizational commitment. The statistical results also allow us to draw a conclusion

about the positive significance of organizational commitment in cultural performance relationship.

Jepkorir, Lagat & Ngeno (2017) examined the Effect of Organizational Culture on Job Performance in Commercial Banks in Kenya. The main objective of the study was to assess the effect of organizational culture on employee performance in selected commercial banks in Kenya. The specific objectives were; to determine the relationship between involvement culture trait, consistency culture, adaptability culture trait and the relationship between mission culture trait and job performance in commercial banks in Kenya. A descriptive survey research design was used targeting 257 employees from selected commercial banks operating in Eldoret town. Simple random sampling technique was also used to select 156 employees. Six management respondents were also purposively selected thus a sample size of 162 respondents. Data collected was summarized and presented using percentages, means and standard deviation. Analysis of Variance (ANOVA) was conducted using SPSS 13. Based on the findings, the study recommends that banks should empower employees and reinforce team orientations, embrace integration, co-ordination, Organizational learning, agreement and core values and they should create competence development to promote employee performance. The study also recommends that is very crucial that the organization adapts consistency culture trait since this will help the organization to maintain valuable information thus optimizing job performance.

Pandey (2017) examined on Training-performance relationship: A Study of Nepalese Banking Sector. This study aims to test the hypothesized relationship of training and organizational performance in Nepalese banking sector. A survey design approach was applied. Ten commercial banks were selected randomly and 230 respondents from various banks participated in the survey. Likert scale questions were used for getting responses. Multiple regression analysis, ANOVA, and simple descriptive statistics were used for data analysis. The study result confirmed that training has strong effect on organizational performances.. However, the firm size, organization structure and technology have moderating effect on training- performance relationship.

Nikpour (2017) examined the impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. This study was descriptive and correlational research that was conducted through the survey

method. The study population consisted of all employees in education office of Kerman province and 190 persons were selected as volume of sample by using Cochran's formula. The data gathering tools were organizational culture, organizational commitment, and organizational performance questionnaires. Descriptive and inferential statistics were used to analyze the data. The findings of the research indicated that suggested model had appropriate fit and organizational culture beyond its direct impact exerted indirect impact on organizational performance through the mediation of employee's organizational commitment that the extent of indirect impact was significantly higher than direct impact.

Ponnu (2015) investigated the influence of organizational culture on performance management in insurance industry. Based on a structured questionnaire was developed and distributed and data are collected from 100 employees at Zurich Insurance Malaysia using convenience-sampling techniques. This study used five variables to measure organizational culture: adaptive perspective, communal, network, mercenary and fragmented culture. The results showed that there is an association or relationship between organizational cultures on performance management. The findings also showed that different types of organizational culture have different levels of acceptance of performance management. This means that certain type of organizational culture is acceptable and instills to improve performance. The results show that there is a significant and positives correlation between organizational cultures and performance management.

Pathak (2015) analyzed the level of job satisfaction among employees of commercial banks along with the consideration of gender, age and experience differences. Four commercial banks were selected using purposive sampling method for the study. Further, 260 respondents were selected randomly from the four banks' head offices and branch offices located in Kathmandu Metropolis. The modified Minnesota Satisfaction Questionnaire (MSQ) was used to gather data about the job satisfaction of respondents. The results indicate that almost 66% of employees are satisfied or highly satisfied with their jobs. 'Job security' is the most significant factor of job satisfaction to the employees of commercial banks in Nepal. Level of job satisfaction does not differ significantly between male and female employees. However, there are significant differences in level of job satisfaction among various age groups of employees.

Shahzad, Iqbal & Gulzar (2013) analyzed Impact of Organizational Culture on Employees Job Performance: An Empirical Study of Software Houses in Pakistan. To find the influence of organizational culture on employee performance within software houses working in Pakistan. This is a survey based research study. Primary and secondary data were used in this study. Primary data was gathered via questionnaire and formal & informal interview. Customer service, employee participation, reward system, innovation & risk-taking and communication system, are considered variables for this study. Sample size is (n=110) therefore, descriptive statics, correlation and regression analysis have been used. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan. Employee's participation is a most important factor for achieving organizational goals.

Davoodalmousavi (2013) examined the correlation between organizational culture and job satisfaction of employees in biotechnology companies'. Components of organizational culture include cultural mission, continuation of culture, cultural adaptation and participatory culture. This study had practical purpose and in terms of performance and data collection was descriptive – survey. The research group individuals were employees of biotechnology production companies. Due to the limited statistical society, enumeration sampling method was used. Research tools include Dennison questionnaires for organizational culture, and job satisfaction. Data analysis was performed by using SPSS software. The results demonstrate that there was significant correlation between organizational culture and job satisfaction.

Majeed, Saleem et., (2012) examine the study the influence of four dimensions of corporate culture on employees organizational commitment in the banking sector of Pakistan. Correlation and Regression analysis are employed to test the research hypothesis. The results revealed that all of the four dimensions that are teamwork, communication, reward and recognition, and training and development have significant and positive impact on organizational commitment. The study shows that communication is professed as a dominant dimension of corporate culture that is highly correlated to employees' organizational commitment. This study contributes to a better understanding of the influence of corporate culture on organizational commitment among employees of banks.

It also used a cross sectional survey method from 250 organizations in examining the relationship between organizational culture and performance. From his study organization culture was an independent variable with innovation, leadership, decision making and communication as its attributes. The study revealed that organization culture and employee performance, were positively related but weak with a correlation coefficient of 0.245 at a significant level 0.05 (1-tailed test).

Zain, Ishak & Ghani (2009) examined *The Influence of Corporate Culture on Organizational Commitment: A Study on a Malaysian Listed Company*. Research has suggested that understanding corporate culture as a management philosophy is essential to managing an organization in improving its overall performance. Using questionnaire survey, this study examines the influence of corporate culture on organizational commitment. Specifically, this study examines four dimensions of corporate culture, namely teamwork, communication, rewards and recognition and training and development on employees' commitment towards the organization.

2.2.3 Review of previous thesis

There are some researches carried out by different researchers in this topic in Nepal. Here are some of the reviewed thesis, which can help us to understand about their objectives, used statistical tools and major findings of the study.

Acharya (2017) performed a study on organizational culture and corporate performance in Nepalese commercial banks and revealed that culture helps to boost the organizational performance in terms of profitability and shareholders' value. The major objective of the study was to examine the relationship between organizational culture and corporate performance in context of Nepalese banking sector. The study was based on primary data and altogether 125 questionnaires were distributed in 31 commercial banks. The respondents were mainly assistants, officers, managers and stockholders. The study concluded that banking culture related to proper authority delegation, training, orientation, coordination, organizational learning, norms, values and agreements help to boost the organizational performance in terms of profitability and shareholders' value.

Shrestha (2015) analyzed a study on corporate culture and firm performance in Nepalese commercial banks. The study was based on primary as well as secondary data. Altogether 170 observations was used which include 60 observations from joint venture

banks, 90 observations from the non-joint venture banks and 20 observations from the public banks. The study revealed that involvement is the most important factor for maintaining strong culture in the bank followed by consistency, adaptability and mission. The results also concluded that strong culture have more impact on performance level of the employees. The study also concluded that strong culture motivates the employees as well as enhances coordination and control.

Khadka (2013) conducted a survey on relationship between the corporate culture and organizational performance based on the literature review that identified the variables that affect the corporate culture. The study is conceptual research that tries to identify the relationship based on literature review. The study concluded that corporate culture affects a variety of organizational processes and organizational performance.

2.3 Research gap

From the above literature review, the issue of the interrelation between the corporate culture and organization performance is not brought out clearly as far as the variables under investigation are concerned. Several researchers have described organizational culture and employee performance from other wider dimensions in other countries such as Nigeria, Pakistan, Kenya and Malaysia. There is however, a lot that has not been done to establish the specific culture related factors that affect organization performance, employee Satisfaction and commitment. Organizational Culture research has not been effectively done in developing countries and in particular Nepal. Hence, there is a major gap in relevant literature on pervious thesis and journals articles of Nepal. The research intends to bridge this available gap by identifying the actual effect of corporate culture in Nepalese commercial Banks to the organization performance including employee's satisfactions and Commitment.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter describes the nature of research design, sampling and data collection and analysis procedures.

3.1 Research design

Descriptive and correlation research designs have been adopted. To describe the position of Corporate Culture variables (involvement, teamwork, communication and training) of Nepalese Commercial Banks and Organization Performance including employees' job satisfaction & commitment, descriptive research design has been adopted. Similarly, to examine the relationship between Corporate Culture (involvement, teamwork, communication and training) of Nepalese Commercial Banks and Organization Performance including employees' job satisfaction & commitment and achieve research purpose, correlation research design has been adopted.

Data have been collected from 5 commercial banks out of 27 commercial banks by using Convenience sampling. Data have been sourced from questionnaire. Data have been collected through the five point Likert Scale questionnaire. In scaling of questions, '1' indicates strongly disagree and '5' indicates strongly agree. The questions included in the questionnaire have incorporated the major domains/dimensions of corporate culture like teamwork, communication, Involvement and training as independent variables. Similarly, the questions have incorporated major dimensions of Organization Performance, employees Satisfaction and Commitment. Approach in distributing questionnaires has been made by getting the permission from bank's authority.

Under the descriptive research design, descriptive statistics has been used to present the positions. Under the correlation research design, correlation analysis has been used to examine the relationship. The collected data have been put into software package for social science (SPSS). Under descriptive statistics, minimum, maximum, mean and standard deviation have been calculated. Under correlation analysis, Karl Pearson's correlation and regression analysis have been used. Under inferential statistics, independent sample t-test and analysis of variance test have been used. Cronbach's alpha has been calculated to see the reliability of data.

3.2 Population and sample

There are 27 commercial banks in Nepal, which is the population for this study. Out of these 27 commercial banks, Five banks have been selected as Convenience sampling technique. Sample Banks are Nepal Credit & Commerce Banks, Sunrise Bank Ltd, Bank of Kathmandu Ltd, NIC Asia Bank Ltd and Siddhartha Bank Ltd. The questionnaires have been distributed to 150 respondents of the selected banks.

3.3 Sources of data

Data used in the study were primary and have been sourced through the five point Likert Scale questionnaire. The distribution of questionnaires has been approached by getting the permission from banks' authority. Then the questionnaires are distributed to the respondents. They have been assisted in the confusing part while filling up the questionnaires. The major factors of Corporate Culture, the statements of questionnaire have focused on are employees involvement culture, teamwork culture, communication culture and training culture. Similarly, the statements of questionnaire have focused on Organization Performance, Employees satisfaction and Commitment.

3.4 Data collection procedure

Five point Likert Scale questionnaire has been designed to secure the primary data related to corporate culture and organization performance. In the questionnaire, there are five options for the respondents among which respondents have to select only one. In scaling of each question, '1' indicates strongly agree and '5' indicates strongly disagree. The responses obtained from the respondents have been used to test hypotheses. The data related to Corporate Culture have been collected by focusing on major domains Corporate Culture like employees involvement culture, teamwork culture, communication culture and training culture. Similarly, the statements included in the questionnaire have focused on organization Performance, Employees satisfaction and Commitment.

3.5 Data analysis tools and techniques

The collected data have been analyzed by using the statistical tools with the help of Statistical Package for Social Science (SPSS).

Under the descriptive statistics; mean, maximum, minimum and standard deviation have been calculated. Mean has been calculated to describe whether the perception of respondents seems to be agreed, disagreed or neutral in questioning certain statement.

Minimum and maximum have been calculated to identify the lower and higher rating of respondents in asking certain statement related to corporate culture and organization performance. Similarly, minimum and maximum have been calculated to identify the middle point to test the mean is whether above, below or equal to the middle point. The middle point is calculated by averaging of maximum and minimum. If the mean is equal to the middle point the perception of respondents seems to be neutral; below the middle point perception seems to be disagreed and above the middle point perception seems to be agreed. Standard deviation has been calculated to see the deviation of sample mean from its population mean.

Under the correlation analysis, Pearson correlation coefficient and regression analysis have been used. Pearson's 'r' has been calculated to test the first hypothesis. Regression analysis has been used to examine the degree of relationship between corporate culture and organization performance.

Under the inferential statistics, analysis of variance test and t-test have been adopted. These tests are adopted to test the hypothesis. That is, to see the organization performance in different groups of age, gender, level of education and length of employment, these two tests have been made. Furthermore, analysis of variance test has been adopted to test the goodness of fit of regression.

Cronbach's Alpha has been calculated to test the consistency on items that have been used in developing questionnaire to measure the corporate culture and organization performance. That is, to see the reliability of data this Cronbach's Alpha has been calculated.

CHAPTER 4

RESULTS AND DISCUSSION

This chapter mainly incorporates data presentation, analysis and interpretation. Presented data are analyzed and interpreted by using statistical tools like mean, maximum, minimum, standard deviation, correlation, regression, analysis of variance test, t-test and Cronbach's Alpha to achieve the results. This chapter is organized into eight different sections (a) response rate (b) respondents profile (c) reliability analysis (d) position of Involvement Culture (e) position of Communication Culture (f) position of Team Work Culture (g) position of Training Culture (g) relationship between Organization Performance, Employee Satisfaction and Employee Commitment with Corporate Culture (h) test of hypotheses. At the end, discussion based on data analysis and interpretation is made.

4.1 Analysis of respondent profile

4.1.1 Response rate

According to Avishag Gordon, Technician, Israel Institute of Technology, 50% and up is the acceptable response rate in the social science surveys.

Table 4.1 : *Response Rate*

S. N	Bank	Total Questionnaire Distribution	Response Rate
1	Nepal Credit & Commerce	25	19
2	Sunrise Bank	35	32
3	Bank of Kathmandu	25	19
4	NIC Asia	40	33
5	Siddhartha Bank	25	17
Total		150	120
		100%	80.00%

Source: Field Survey 2020

Table 4.1, the questionnaires were distributed to 150 respondents of 5 banks and responses were made by 120 respondents, which is 80 percent of total questionnaire distribution. As per the number of employees employed in visited banks, numbers of questionnaires were distributed so, numbers of questionnaires varied from bank to bank.

4.1.2 Respondents profile

The respondents under study were asked to indicate their demographic information. The data related to demographic variables of respondents are presented in Table 4.2. As indicated by the data presented in Table 4.2, there were female respondent are higher than male in case of gender (female = 67, male = 53). So, the findings of this study can be implemented more in case of female than male.

Respondents having age of 25-40 years were more than two times (78%) to the respondents (19%) and respondents (23%) having age Up to 25 years and above 40 years respectively. This shows that the version of employees having age of 25-40 years is more in the findings. Therefore, the findings are more applicable in the employees having age 25-40 years. The findings may not be (or less) implemented in the employees, whose age is in Up to 25 years and above 40 years. The respondents having bachelor degree (61%) were less than that from respondents having master degree (34%) and + 2 or equivalent (25%).

The version of bachelor degree employees is more in the findings. So, the findings are more applicable in bachelor degree employees in comparison to master degree. 79 percent respondents were officer level from sample banks than Assistant (20%) and Manager (21%). Respondents having experience between two to five years (62%) were higher than respondents having experience of less than two years (27%) and above five years (31%). So, the findings are more applicable in the employees having experience of Between two to five years in comparison to employees having experience of less than two years and above five years.

Table 4.2 : *Respondents Profile*

Respondent Profile		Frequency	Percent
Gender	Male	53	44.2
	Female	67	55.8
	Total	120	100.0
Age	Up to 25 years	19	15.8
	25-40 years	78	65.0
	above 40 years	23	19.2
	Total	120	100.0
Education	+ 2 or equivalent	25	20.8
	Bachelor Degree	61	50.8
	Master Degree	34	28.3
	Total	120	100.0
Designation	Assistant	20	16.7
	Officer	79	65.8
	Manager	21	17.5
Length of Employment	Total	120	100.0
	Less than two years	27	22.5
	Between two to five years	62	51.7
	Above five years	31	25.8
Total		120	100.0

Source: Field Survey 2020

4.1.3 Reliability analysis

The employees of the investigated banks were asked one hundred twenty questions related to impact of Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks. Among them, the results on consistency among the questions are presented in Table 4.3. Table 4.3, the Cronbach's Alphas for Involvement (0.691), Communication (0.518), Team Work (0.644) and Training (0.613) as dependent variables are lower than 0.70. Although, two independent variables i.e. performance and Employee commitment are 0.72 & 0.806 respectively but Employee satisfaction are 0.67, which is slightly, lower than 0.70. The calculated values of overall data of Cronbach's Alphas are above the standard (0.70), which implies that the data collected on these variables are reliable (consistent). Thus, it has been found that the data having similar values of Cronbach's Alpha are processed by previous researches too. Therefore, the data collected on these variables are less reliable but can be processed for analyses. Thus, we can rely more on the findings related to Involvement, Communication, Team Work and Training to change in comparison to the findings related to Performance, Employee Satisfaction and Employee Commitment. Finally,

the researcher can claim that the overall data, collected through questionnaire is reliable since the overall Cronbach' Alpha (0.791) is greater than 0.70.

Table 4.3 : *Reliability Test*

Constructs	Items	Cronbach's Alpha
Involvement	Q1	0.691
	Q2	
	Q3	
	Q4	
	Q5	
Communication	Q6	0.518
	Q7	
	Q8	
	Q9	
	Q10	
Team Work	Q11	0.644
	Q12	
	Q13	
	Q14	
	Q15	
Training	Q16	0.613
	Q17	
	Q18	
	Q19	
	Q20	
Organization Performance	Q21	0.722
	Q22	
	Q23	
	Q24	
	Q25	
Employee Satisfaction	Q26	.677
	Q27	
	Q28	
	Q29	
	Q30	
Employee Commitment	Q31	.806
	Q32	
	Q33	
	Q34	
	Q35	
	Q36	
	Q37	
	Q38	
	Q39	
	Q40	
Overall Data	Q1-Q40	.791

4.2 Descriptive analysis

In order to present descriptive scores for each of the variables used in the survey, descriptive analyses were performed. The main aim of this analysis is to describe the importance of each variable in order of importance given to it by the survey respondents. Descriptive statistics summarizes the sample and observations that have been made. In this study, descriptive analysis incorporates the calculation of statistical measures such as mean and standard deviation. 120 items (questions) with particular mean score were obtained from the SPSS output. A five-point Likert scale was used for each question ranging from ‘Strongly Disagree’ to ‘Strongly Agree’; coded by 1=Strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= Strongly agree. These values help the researcher to analyze the data with respect to frequencies and aggregation relating to research questions and variables.

4.2.1 Involvement culture

Involvement Culture is one of the independent variables of this research. Descriptive study of each question drafted and overall descriptive study on this variable is shown below:

Table 4.4 : *Descriptive Statistics of the Involvement Culture*

Code	Opinion Statement	N	Mean	SD
(Q1)	I can see a relationship between my work and the goal of the organization	120	3.48	0.935
(Q2)	My Organization has regularly involvement Culture for decision making Process	120	3.68	0.953
(Q3)	I always ask my manager if I have any problem and he/she is more than happy to deal with my queries	120	3.41	0.966
(Q4)	My organization gives priority to Capability Development of each staff.	120	3.57	1.010
(Q5)	I feel proud to be a part of the organization	120	3.60	0.893
	Involvement	120	3.546	0.6365

Source: Results of SPSS

Table 4.4 shows that descriptive statistics of an individual item and as a whole of Involvement culture as sub-factor. There are five statements used to measure the Involvement culture. Each of the 120 respondents submitted their responses in the five-point Likert scale. The Table 4.4 show that the items have a mean value ranging from 3.41 to 3.68 i.e. the response is positive. According to the table shows that Q2 has the highest mean i.e. 3.68 and Q3 has the lowest mean i.e. 3.41. The highest mean of 3.68

indicates that Nepalese commercial banks are involving related persons in decision-making process. It is the most agreed statement "My Organization has regularly involvement Culture for decision making Process". Lowest mean of 3.41 shows that respondents are less agreed by the statement, "I always ask my manager if I have any problem and he/she is more than happy to deal with my queries." That means Nepalese investors are less considered with managers to deal with any queries. Similarly, the Table shows that Q4 has the highest standard deviation whereas Q5 has the lowest standard deviation. This means respondents have more deviation with the statement "My organization gives priority to Capability Development of each staff." i.e. the values in the data set are farther away from the mean, on average. The aggregate mean of involvement culture is 3.546 with standard deviation of 0.6365. This shows that the Nepalese commercial banks have given priority to development involvement and participation of organizations related activities because mean value is 3.546 that is the agreeableness.

4.2.2 Communication culture

Every culture around the world has a unique language. This language is made up of ideals, values, beliefs, traditions, and further attributes that constitute the essence of one's ways of communication. Thus it is independent variables in this research. Overall, descriptive study on this variable is shown below

Table 4.5 : *Descriptive Statistics of the Communication Culture*

Code	Opinion Statement	N	Mean	SD
(Q6)	In My organization, communication is used as an effective way of getting relevant feedback and critical information for corrective action.	120	3.62	.909
(Q7)	It is quite easy to communicate with other departments when required	120	3.72	.997
(Q8)	There is creation or exchange of thought, ideas, emotions and understanding between the managers and other employees	120	3.53	.820
(Q9)	Communication barriers is a major challenges in my Organization	120	3.71	.873
(Q10)	My organization provide regularly provides communication skills training to the employees	120	3.58	1.010
Communication Culture		120	3.628	.5403

Source: Results of SPSS

With reference the table 4.5 shows that Q7 has the highest mean i.e. 3.72 and Q8 has the lowest mean i.e. 3.53. So, it can be concluded that the most of the respondents are moderately satisfied with the Communication Culture followed by the banks. The highest mean of 3.72 indicates that Nepalese commercial banks are able to make easy communication system between each other department when required.; it is the agreed statement “It is quite easy to communicate with other departments when required.” Lowest mean of 3.53 shows that respondents are less moderately satisfied by the statement, “There is creation or exchange of thought, ideas, emotions and understanding between the managers and other employees.” That means employees of banks have shared less ideas, emotions with their managers.

Additionally, the Table 4.5 shows that Q10 has the highest standard deviation whereas Q8 has the lowest standard deviation. This means respondents have more deviation with the statement “My organization provide regularly provides communication skills training to the employees” i.e. the values in the data set are farther away from the mean, on average. The aggregate mean of investors’ financial literacy is 3.628 with standard deviation of 0.5403. This shows that the most of the respondents are moderately satisfied with communication culture of commercial banks.

4.2.3 Team work culture

A culture of cooperation focuses on team skills While personalities that work well together certainly get cooperation easier, the actual success or failure of cooperation is inferred from the system or culture in place. Teams want to know what these expectations are and what these characters and principles are. Those want to be reinforced and clarified to all team members, and when a high-performance system is in place, cooperation grows often easier. Thus, Teamwork culture has taken as independent variables. The overall descriptive analyses of teamwork culture are as follows:

Table 4.6 : *Descriptive Statistics of the Team work Culture*

Code	Opinion Statement	N	Mean	SD
(Q11)	Employees work together as a team in the organization	120	4.04	.893
(Q12)	My colleagues are warm and sociable	120	3.74	1.156
(Q13)	At My Organization, decisions are made through consensus to ensure better performance	120	3.84	.996
(Q14)	Other units or departments at organization always co-operate with each other when need assistance to ensure perform better	120	3.86	1.063
(Q15)	Work within My Organization is appointed around groups that ensure better performance	120	3.95	1.083
Team Work Culture		120	3.88	.6695

Source: SPSS Results

The descriptive results presented in table 4.6 shows the responses on the five point Likert scale which items about their opinions regarding Team work Culture in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Team work Culture in their respective banks lies between minimum 3.74 to maximum 4.04. It means Nepalese banks employees are less warm and sociable' they don't have good culture to help each other freely and openly; it is the agreed statement "My colleagues are warm and sociable." Although employees of banks are working together as a team to achieved target objectives. This shows the highest mean of Q11. Similarly, the Table shows that Q12 has the highest standard deviation whereas Q11 has the lowest standard deviation. This means respondents have more deviation with the statement "My colleagues are warm and sociable" i.e. the values in the data set are farther away from the mean, on average.

Finally, it can be concluded that the most of the respondents are moderately satisfied with Teamwork Culture in their respective banks because The composite mean value is 3.88 (SD=0.6695), this signifies that teamwork has a moderately implemented in the sampled banks.

4.2.4 Training culture

Training culture is the aggregate of meaning, values, practices, attitude and behavior as to invest in training and development so that organizational knowledge and skills could be enhanced. Organizations need to establish a training culture for sustainable growth of organization. It could be the only way to reduce the cost of hiring competent employees and reducing the cost of losing competent employees. Performance of the

employees can be sustained with training. Thus, Training Culture is taken as independent variables. The descriptive analysis of these variables is presented in table 4.7 as follows:

Table 4.7 : *Descriptive Statistics of the Training Culture*

Code	Opinion Statement	N	Mean	SD
(Q16)	There is training need assessment in regular basis in my organization	120	3.78	.900
(Q17)	My organization gives feedback on performance before and after training	120	3.64	1.098
(Q18)	My organization uses appropriate training layout according to training purpose	120	3.68	1.070
(Q19)	My organization has the provision of evaluation of training program at the end of the training program	120	3.66	1.065
(Q20)	My organization provides different training environment for different trainings	120	3.67	1.110
Training Culture		120	3.6850	.65883

Source: Results of SPSS

The descriptive results presented in table 4.7 shows the responses on the five point Likert scale which items about their opinions regarding Training Culture in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Training Culture lies between mean values of 3.64 to 3.78. It means Nepalese investors training need assessment in regular basis; it is the agreed statement “There is training need assessment in regular basis in my organization.” Employees got the less information form respective banks after and before training which shows lowest mean of Q17. Respondents are less agreed by the statement “My organization gives feedback on performance before and after training.”

Each statement value is above value 3 indicating respondents are satisfied with the measuring statement regarding for training culture applied by banks. So, it can be concluded that the most of the respondents are moderately satisfied with Training Culture followed by the banks. The composite mean value is 3.68 (SD=0.6588), this signifies that training culture has a moderately implemented in the sampled banks.

4.2.5 Organization performance

Organizational performance means the actual output or results of an organization as measured against its intended outputs (or goals and objectives). This research are used

to analysis the of ongoing performance affected from banking culture. Thus, Organization performance is taken as dependent variable. The overall descriptive analyses of performance are presented in table 4.8.

Table 0.8 : *Descriptive Statistics of the Organization Performance*

Code	Opinion Statement	N	Mean	SD
(Q21)	Employees complete work assigned to them as per the desired standards	120	3.64	1.158
(Q22)	Training programs help me to decrease wastage of time and other resources which increases the performance	120	3.93	0.985
(Q23)	Training environment in the bank helped me to increase job performance	120	3.73	1.067
(Q24)	The entire organization pulls towards a common goal encouraged by its team work culture	120	4.03	1.016
(Q25)	There is greater accountability for end results within the organization	120	3.93	0.941
Organization Performance		120	3.8533	.71325

Source: Results of SPSS

The descriptive results presented in table 4.8 shows the responses on the five point Likert scale which items about their opinions regarding Organization Performance in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Organization Performance in their respective banks lies between minimum 3.64 to maximum 4.03. It means Nepalese banks pulls towards a common goal encouraged by its teamwork culture; it is the agreed statement “The entire organization pulls towards a common goal encouraged by its team work culture.” Although employees of banks haven’t worked as per desired standards like as statement Q21; it is the agreed statement “Employees complete work assigned to them as per the desired standards.” Similarly, the Table shows that Q21 has the highest standard deviation whereas Q25 has the lowest standard deviation. This means respondents have more deviation with the statement “Employees complete work assigned to them as per the desired standards” i.e. the values in the data set are farther away from the mean, on average. Finally, it can be concluded that the most of the respondents are moderately satisfied with organization performance in their respective banks because the composite mean value is 3.85 (SD=0.71), this signifies that organization performance has a moderately implemented in the sampled banks.

4.2.6 Employee satisfaction

Employee satisfaction is a measure of how happy workers are with their job and working environment. In this research, Employees Satisfaction is taken as dependent variables. The overall descriptive analysis of employee satisfaction are presented on table 4.9.

Table 4.9 : *Descriptive Statistics of the Employee Satisfaction*

Code	Opinion Statement	N	Mean	SD
(Q26)	I am satisfied with my training and development and I intend to stay in the organization	120	3.61	1.140
(Q27)	Level of employee satisfaction in our organization is high	120	4.02	.969
(Q28)	My organization always meet the needs and satisfaction of customers on time	120	3.95	1.036
(Q29)	My organization has succeeded in creating value for employee satisfaction	120	4.05	1.003
(Q30)	I am encouraged to be innovative within my role	120	4.00	.837
Employee Satisfaction		120	3.931	.6703

Source: Results of SPSS

Table 4.9 shows that descriptive statistics of an individual item and as a whole of Employee Satisfaction as sub-factor. There are five statements used to measure the Employee Satisfaction. Each of the 120 respondents submitted their responses in the five-point Likert scale. The Table 4.9 show that the items have a mean value ranging from 3.61 to 4.05 i.e. the response is positive. According to the table shows that Q29 has the highest mean i.e. 4.05 and Q26 has the lowest mean i.e. 3.61. The highest mean of 4.05 indicates that Nepalese commercial banks are succeeded in creating value for employee satisfaction. It is the most satisfied statement “My organization has succeeded in creating value for employee satisfaction”. Lowest mean of 3.61 shows that respondents are satisfied with my training and development. That means Nepalese commercial banks are less considered with satisfied level to provide training and development and employee turnover. Similarly, the Table shows that Q26 has the highest standard deviation whereas Q30 has the lowest standard deviation. This means respondents have more deviation with the statement “I am satisfied with my training and development and I intend to stay in the organization.” i.e. the values in the data set are farther away from the mean, on average. The aggregate mean of involvement culture is 3.931 with standard deviation of 0.6703. This shows

that the Nepalese commercial banks are able to achieve satisfied performance of organizations related activities because mean value is higher than three are.

4.2.7 Employee commitment

The measure of employee commitment is an important metric for evaluating the health of the staff and the overall growth of the organization. One employee commitment definition refers to it as the attachment that an employee has on their organization due to their experiences. To measure the commitment of employees to their work and the organization, surveys are conducted as taken as dependent variables. The overall descriptive analyses of employee commitment are presented in table 4.10.

Table 4.10 : *Descriptive Statistics of the Employee Commitment*

Code	Opinion Statement	N	Mean	SD
(Q31)	There is efficient service delivery as employees commit maximum efforts to their work	120	3.92	.940
(Q32)	I am highly committed in achieving the overall goals and objectives of Organization	120	3.82	.907
(Q33)	The level of employee commitment in my organization is high	120	3.78	.972
(Q34)	Influence of communication on organization commitment	120	3.84	1.029
(Q35)	Some levels of teamwork helps to increase in employees commitment	120	3.96	.902
(Q36)	you feel a strong emotional attachment to your organization	120	3.70	.992
(Q37)	Our job and security in this bank are constantly under threat	120	3.81	.938
(Q38)	In this bank, for small mistakes committed earlier, people are pulled up even at later dates	120	3.77	.985
(Q39)	I understand how I contribute to the organization's goals	120	3.70	1.066
(Q40)	I am encouraged to be creative at work	120	3.69	.868
Employee Commitment		120	3.80	.608

Source: Results of SPSS

The descriptive results presented in table 4.10 shows the responses on the five point Likert scale which items about their opinions regarding Employee Commitment in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Employee Commitment in their respective banks lies between minimum 3.69 to maximum 3.96. It means Nepalese banks employees think that teamwork helps to increase their commitment; it is the agreed statement "Some levels of teamwork helps to increase in employee's commitment". This shows

the highest mean of Q35. Similarly, the Table shows that Q39 has the highest standard deviation whereas Q35 has the lowest standard deviation. This means respondents have more deviation with the statement “I understand how I contribute to the organization’s goals” i.e. the values in the data set are farther away from the mean, on average. Finally, it can be concluded that the most of the respondents are moderately satisfied with employee commitment in their respective banks because The composite mean value is 3.80 (SD=0.608), this signifies that teamwork has a moderately implemented in the sampled banks.

4.3 Inferential analysis

The purpose of this section is to present the method for analyzing the empirical results, test the hypothesis, built in previous chapter. Inferential analysis test hypotheses to determine if observed differences between groups or variables are real or occur simply by chance. It produces new information by making predictions and generalizations based on samples. It consists of two analysis tools, which are:

4.3.1 Correlation analysis

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. Correlation matrix was computed to assess the extent or degree of relationship in between the research variables. 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 Independent and Dependent variables is shown in Table 4.13:

Table 4.11 : *Correlation Analysis*

Correlation Table		Independent Variables				
		Involvement	Communication	Team work	Training	
Dependent Variables	Performance	Pearson Correlation	.512**	.052	.071	.535**
		Sig. (2-tailed)	.000	.574	.440	.000
	Satisfaction	Pearson Correlation	.507**	.081	.133	.567**
		Sig. (2-tailed)	.000	.382	.147	.000
	Commitment	Pearson Correlation	.728**	.157	.019	.536**
		Sig. (2-tailed)	.000	.086	.838	.000
N		120	120	120	120	120

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

Source: SPSS Result

Table 4.11 shows there is that the positive correlation (.512) between Involvement culture and performance and statistically significant at 0.05 level with 2-tailed test. Similarly there is that the positive correlation (.512) between Training culture and performance and statistically significant at 0.05 level with 2-tailed test. Thus, both involvement and training are positively strong relationship with performance because value rang is between 0.50 to 1.00. Positive strong correlation between performance with involvement and training indicates that organization performance can be influenced from involvement and training culture of Nepalese commercials banks. but there is positive insignificant relationship between communication and team work culture due to Sig (2- tailed) value is higher than 0.05. It indicates that there is no any influence to organization performance due to any changes of variables of communication as well as teamwork culture of the Nepalese commercial sampled banks.

There is the positive correlation (.507) between Involvement culture and employee satisfaction and statistically significant at 0.05 level with 2-tailed test. Similarly There

is the positive correlation (.567) between employee satisfaction and employee satisfaction and statistically significant at 0.05 level with 2-tailed test. Thus, both involvement and training are positively strong relationship with employee satisfaction because value rang is between 0.50 to 1.00. Positive strong correlation between employee satisfaction with involvement and training indicates that employee satisfaction can be influenced from involvement and training culture of Nepalese commercials banks. but there is positive insignificant relationship between communication and team work culture with employee satisfaction due to Sig (2- tailed) value is higher than 0.05. It indicates that there is no any influence to employee satisfaction due to any changes of variables of communication as well as teamwork culture of the Nepalese commercial sampled banks.

There is the positive correlation (.728) between Involvement culture and employee Commitment and statistically significant at 0.05 level with 2-tailed test. Similarly There is the positive correlation (.567) between Training and employee Commitment and statistically significant at 0.05 level with 2-tailed test. Thus, both involvement and training are positively strong relationship with employee Commitment because value rang is between 0.50 to 1.00. Positive strong correlation between employee Commitment with involvement and training indicates that employee satisfaction can be influenced from involvement and training culture of Nepalese commercials banks. But there is positive insignificant relationship between communication with employee Commitment due to Sig (2- tailed) value is higher than 0.05. Similarly there is negative insignificant relationship between team work culture with employee Commitment due to Sig (2- tailed) value is higher than 0.05 It indicates that there is no any influence to employee Commitment due to any changes of variables of communication as well as teamwork culture of the Nepalese commercial sampled banks.

4.3.2 Hypothesis testing

Hypothesis testing is the use of statistics to determine the probability that a given hypothesis is true. Hypothesis testing is done using inferential analysis. Inferential analysis test hypotheses to determine if observed differences between groups or variables are real or occur simply by chance. The best way to determine whether a statistical hypothesis is true would be to examine the entire population. Since that is often impractical, researchers typically, examine a random sample from the population. If sample data are not consistent with the statistical hypothesis, the hypothesis is

rejected. Each hypothesis is tested and analyzed individually and the analysis is done with a system designed for statistical analyses (SPSS).

Five null hypotheses were drawn for identifying relationship between dependent and independent variables in this study. Each hypothesis is tested based on the Pearson's correlation coefficient presented in Table 4.12. Test on each of these hypotheses is discussed below:

First hypothesis

H₁1: There is significant relationship between Involvement Culture and Organization Performance

The correlation analysis shows that there is positive relationship between Involvement Culture and Organization Performance at 5% significant level. The correlation is significant at 5% where p-value is less than alpha i.e. $0.000 < 0.05$. Therefore Involvement culture significantly effect on Organization Performance of Nepalese commercial banks. Hence, alternative hypothesis is accepted.

H₁2: There is significant relationship between Communication and organization performance

The correlation analysis shows that there is positive insignificant relationship between Communication and Organization Performance at 5% significant level because The correlation is significant at 5% where p-value is less than alpha i.e. $.574 > 0.05$. Therefore Communication culture insignificantly effect on Organization Performance of Nepalese commercial banks. Hence, alternative hypothesis is rejected.

H₁3: There is significant relationship between Teamwork and organization performance

The correlation analysis shows that there is positive insignificant relationship between Teamwork and Organization Performance at 5% significant level because The correlation is significant at 5% where p-value is less than alpha i.e. $.440 > 0.05$. Therefore Teamwork culture insignificantly effect on Organization Performance of Nepalese commercial banks. Hence, alternative hypothesis is rejected.

H₁4: There is significant relationship between Training culture and organization performance

The correlation analysis shows that there is positive relationship between Training culture and Employee Satisfaction at 5% significant level. The correlation is significant at 5% where p-value is less than alpha i.e. $0.000 < 0.05$. Therefore Training culture significantly effect on organization performance of Nepalese commercial banks. Hence, alternative hypothesis is accepted

Second hypothesis

H₂₁: There is significant relationship between Involvement culture and Employee Satisfaction

The correlation analysis shows that there is positive relationship between Involvement Culture and Employee Satisfaction at 5% significant level. The correlation is significant at 5% where p-value is less than alpha i.e. $0.000 < 0.05$. Therefore Involvement culture significantly effect on Employee Satisfaction of Nepalese commercial banks. Hence, alternative hypothesis is accepted.

H₂₂: There is significant relationship between communication and Employee Satisfaction

The correlation analysis shows that there is positive insignificant relationship between Communication and Employee Satisfaction at 5% significant level because The correlation is significant at 5% where p-value is less than alpha i.e. $.382 > 0.05$. Therefore Communication culture insignificantly effect on Employee Satisfaction of Nepalese commercial banks. Hence, alternative hypothesis is rejected.

H₂₃: There is significant relationship between Team Work and Employee Satisfaction

The correlation analysis shows that there is positive insignificant relationship between teamwork culture and Employee Satisfaction at 5% significant level because The correlation is significant at 5% where p-value is less than alpha i.e. $.147 > 0.05$. Therefore teamwork culture insignificantly effect on Employee Satisfaction of Nepalese commercial banks. Hence, alternative hypothesis is rejected.

H₂₄: There is significant relationship between Training and Employee Satisfaction

The correlation analysis shows that there is positive relationship between Training Culture and Employee Satisfaction at 5% significant level. The correlation is significant at 5% where p-value is less than alpha i.e. $0.000 < 0.05$. Therefore

Training culture significantly effect on Employee Satisfaction of Nepalese commercial banks. Hence, alternative hypothesis is accepted

Third hypothesis

H₃₁: There is significant relationship between Involvement and Employee Commitment

The correlation analysis shows that there is positive relationship between Involvement Culture and Employee Commitment at 5% significant level. The correlation is significant at 5% where p-value is less than alpha i.e. $0.000 < 0.05$. Therefore Involvement culture significantly effect on Employee Commitment of Nepalese commercial banks. Hence, alternative hypothesis is accepted.

H₃₂: There is significant relationship between Communication and Employee Commitment

The correlation analysis shows that there is positive insignificant relationship between Communication and Employee Commitment at 5% significant level because The correlation is significant at 5% where p-value is less than alpha i.e. $.086 > 0.05$. Therefore Communication culture insignificantly effect on Employee Commitment of Nepalese commercial banks. Hence, alternative hypothesis is rejected.

H₃₃: There is significant relationship between Teamwork and Employee Commitment

The correlation analysis shows that there is negative insignificant relationship between teamwork culture and Employee Commitment at 5% significant level because The correlation is significant at 5% where p-value is less than alpha i.e. $.838 > 0.05$. Therefore teamwork culture insignificantly effect on Employee Satisfaction of Nepalese commercial banks. Hence, alternative hypothesis is rejected.

H₃₄: There is significant relationship between Training and Employee Commitment

The correlation analysis shows that there is positive relationship between Training culture and Employee Commitment at 5% significant level. The correlation is significant at 5% where p-value is less than alpha i.e. $0.000 < 0.05$. Therefore Training culture significantly effect on Employee Commitment of Nepalese commercial banks. Hence, alternative hypothesis is accepted

Table 4.12 : *Result Summary of Hypothesis*

Statements	Alternative Hypothesis	Null Hypothesis
H ₁₁ : There is significant relationship between Involvement Culture and Organization Performance	Accepted	Rejected
H ₁₂ : There is significant relationship between Communication and organization performance	Rejected	Accepted
H ₁₃ : There is significant relationship between Teamwork and organization performance	Rejected	Accepted
H ₁₄ : There is significant relationship between Training culture and organization performance	Accepted	Rejected
H ₂₁ : There is significant relationship between Involvement culture and Employee Satisfaction	Accepted	Rejected
H ₂₂ : There is significant relationship between communication and Employee Satisfaction	Rejected	Accepted
H ₂₃ : There is significant relationship between Team Work and Employee Satisfaction	Rejected	Accepted
H ₂₄ : There is significant relationship between Training and Employee Satisfaction	Accepted	Rejected
H ₃₁ : There is significant relationship between Involvement and Employee Commitment	Accepted	Rejected
H ₃₂ : There is significant relationship between Communication and Employee Commitment	Rejected	Accepted
H ₃₃ : There is significant relationship between Teamwork and Employee Commitment	Rejected	Accepted
H ₃₄ : There is significant relationship between Training and Employee Commitment	Accepted	Rejected

Source: Results of SPSS

4.4 Regression analysis

The general purpose of multiple regressions is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable. 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 a dependent variable and one or more independent variables.

This section determines which independent variable explains variability in the outcome, how much variability in dependent variable is explained by independent variables and dependent variable, and which variables are significant (over other variables) in explaining the variability of the dependent variable. Multiple regressions were used to explore the impact of independent variables (Communication, Team Work, Training,

and Involvement) on dependent variable (Performance, Employee Satisfaction and Employee Commitment).

Table 4.13 : *Model Summary*

Model	R	R ²	Adjusted R ²	Std. Error	R ²	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.631 ^a	.398	.377	.56294	.398	19.008	4	115	.000
2	.649 ^a	.422	.402	.51861	.422	20.960	4	115	.000
3	.771 ^a	.595	.581	.39361	.595	42.261	4	115	.000

a. Predictors: (Constant), Training, Tea, Communication, Involvement
b. Dependent Variable: Performance (Model 1)
Dependent Variable: Employee Satisfaction (Model 2)
Dependent Variable: Employee Commitment (Model 3)

Source: Results of SPSS

In the table 4.13, the R column represents the value of R i.e. correlation coefficient shows the relationship between two variables and R can be considered one measure of the quality of the prediction of the dependent variable. R is the correlation between the predicted values and the observed values. Here the value of R in Model 1, 2 & 3 are 0.631, 0.649 & 0.771 respectively, which indicates a good measure of quality prediction of the dependent variables. In other words, there is strongly positive correlation between independent and dependent variables due to higher than 0.50. R square column represents coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variable. The regression analysis presented in table 4.13 summarizes the explanatory power of the model. R² and adjusted R² values are reported in the table, R² of model 1, 2, & 3 are 0.398, 0.422 and 0.595 respectively and adjusted R² of model 1, 2 & 3 are 0.377, 0.402 & 0.581 respectively. Base on the results , R² of model 1 represent that 39.8 % variation in organization performance is explained by joint effect of Involvement , teamwork ,communication and training culture of organization and remaining 60.2% is explained by other factors which are not included in this model.

R² of model 2 represent that 42.2 % variation in employee satisfaction is explained by joint effect of Involvement, teamwork ,communication and training culture of organization and remaining 57.8% is explained by other factors which are not included in this model. similarly R² of model 3 represent that 59.5 % variation in employee commitment is explained by joint effect of Involvement , teamwork ,communication

and training culture of organization and remaining 40.5% is explained by other factors which are not included in this model. In other words, the R-square that is also a measure of the overall fitness of the model indicates that the model is capable of explaining about 39.8%, 42.2% and 59.5% in organization performance, employee's satisfaction and employee's commitment for the variability due to corporate culture related variables of Nepalese sampled commercial banks. Model summary also indicates the standard error of estimate of model 1, 2 and 3 are .56294, .51861 and .39361 respectively, which shows the variability of the observed value of on performance, satisfaction and commitment respectively of Nepalese commercial banks in Nepal from regression line is .56294 units, .51861 units and .39361 units respectively. This p-value for organization performance, employee satisfaction and commitment are 0.000, which is less than alpha 0.05. It shows that the corporate culture related variables (Involvement, teamwork, communication and training culture) is significant to predict organization performance, employee satisfaction and commitment for this current study. Thus, the F-test of overall significance determines the relationship is statistically significant, this means that there is a fair degree of association between exogenous and endogenous variables used in these models.

Table 4.14 : ANOVA Table

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.095	4	6.024	19.008	.000 ^b
	Residual	36.444	115	.317		
	Total	60.539	119			
2	Regression	22.550	4	5.637	20.960	.000 ^b
	Residual	30.930	115	.269		
	Total	53.480	119			
3	Regression	26.191	4	6.548	42.261	.000 ^b
	Residual	17.817	115	.155		
	Total	44.008	119			

a. Predictors: (Constant), Training, Tea, Communication, Involvement

b. Dependent Variable: Performance (Model 1), (Model 2) and (Model 3)

Sources: SPSS Results

ANOVA is used in testing the hypotheses and to measure the difference and similarities between the companies according to their different characteristics. Finding from the Fishers ratio (i.e. the F-Statistics which is a proof of the validity of the estimated model) as reflected in Table 4.14 indicates that the F is about 19.008, 20.960 and 42.261 for

Model 1 , 2 and 3 respectively and a P-value that is almost equal to 0.000 (p-value=0.000) in Model 1 , 2 and 3 respectively. This invariably suggests clearly that simultaneously the explanatory variables are significantly associated with the dependent variable. The P value is 0.000, which is lesser than alpha value 0.05, these shows that independent variable in this model statistically significantly predict the dependent variable. Therefore, the model is a good predictor of the relationship between dependent variable and independent variable. As a result, the independent variables are significant in explaining the variance in dependent variable. Hence, the overall regression has found to be significant at 5% level of significance. This indicated that collectively independents variables in this research have a statistically significant effect on organization performance, employee's satisfaction and employee commitment at 5 % level of significance. The alternative hypothesis is supported from the above results. Furthermore, the ANOVA table shows the overall significance / acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant. This indicates that the variation explained by the model is not due to chance.

Table 4.15 : *Coefficients Table*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.276	.508	2.514	.013	
	Involvement	.458	.100	.409	4.590	.000
	Communication	-.210	.105	-.159	-2.006	.047
	Team work	.073	.078	.068	.933	.353
	Training	.388	.089	.358	4.339	.000
2	(Constant)	1.128	.468	2.411	.017	
	Involvement	.395	.092	.375	4.296	.000
	Communication	-.156	.096	-.126	-1.622	.108
	Team work	.124	.072	.124	1.723	.088
	Training	.404	.082	.397	4.902	.000
3	(Constant)	1.678	.355	4.726	.000	
	Involvement	.639	.070	.669	9.152	.000
	Communication	-.153	.073	-.136	-2.083	.039
	Team work	-.005	.055	-.006	-.093	.926
	Training	.222	.063	.241	3.552	.001

Dependent Variable: Performance (Model 1), (Model 2) and (Model 3)

Source: *Results of SPSS*

As it is stated earlier in first chapter, this study aims to identify the most contributing independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable.

Taking four variables; Involvement, communication teamwork, and training culture are as independent variables (X1, X2, X3 & X4). Three variables; Performance Satisfaction and Commitment are as dependent variables.

Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks Measured with Organization Performance

The model 1 is constructed with equation as below:

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

Where, \hat{Y} Organization performance = Dependent Variable measured by Performance, α = Constant, β_1 = Involvement, β_2 = Communication, β_3 = Team Work, β_4 = Training and e_i = Standard Error Term.

In the table 4.15, the standardized coefficient indicates how much the dependent variable varies with an independent variable when all other independent variable is held constant. Under the study of Model 1 where organization performance is dependent variables, the regression coefficient of Involvement, communication, teamwork, and training culture denoted by b_1 , b_2 , b_3 and b_4 are .409, -.159, .068 and .358 respectively. It means that Rs. 1 increase in communication leads to Rs -.159 in organization performance. In other side, Rs.1 increase in Involvement, teamwork, and training leads to increase Rs .409, 0.068 and .358 respectively in organization performance of sample banks.

Similarly, considering the effect of communication in above table the Un standardized coefficient of B is equal to -.210 this means that there is a negative relationship between communication with organization performance and for every increase in communication there is a decrease in organization performance. In additional, there is a positive relationship between Involvement, teamwork, and training with organization performance because unstandardized coefficient are 0.458, 0.073 and 0.388 respectively.

Each of these beta values has an associated standard error indicating to what extent these values would vary across different sample. Standard error of Involvement, communication, teamwork, and training culture are 0.100, 0.105, 0.078 and .089 respectively. The regression constant of organization performance in multiple regressions is 1.276. The value of constant of Performance has positive. This shows that organization performance of this Companies is highly affected by others factors besides Involvement, communication, teamwork, and training culture

However, further empirical findings provided in Table 4.15 show that there is a negative relationship between communications with organization performance. This is evident in the t-statistics value of communication is -2.006 as well as beta of this variables is negative and insignificant at 5% with a P-Value i.e. 0.074 which means that with the negatively insignificantly influence of other variables held constant as communication variables changes. There is positive significant relationship between involvement as well as training with organization performance because both t-value as well as beta value is positive and P-value is lesser than 0.05. It means there is higher of involvement as well as training, higher organization performance will be. There is positive insignificant relationship between teamwork and performance because both t-value as well as beta value is positive but P-value is higher than 0.05.

The finding indicate that the significant predictors of performance were involvement ($\beta = .458, p < 0.05$) and Training ($\beta = .388, p < 0.05$). Performance was not significantly predicted by communication ($\beta = -.210, p < 0.05$) and teamwork ($\beta = .073, p < 0.05$). The study explored the relationship between performance and various determinants of corporate culture related variables by suggesting that there is a statistically significant relationship between financial performance of Nepalese commercial banks and selected factors. Results of this study indicate that the relationship between performance of Nepalese commercial banks and selected factors is statistically significant ($p < 0.05$) for two predictor variables (involvement and Training) which means that there is a significant relationship between performance of Nepalese commercial banks and determinants.

The analytical model, which was:

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

Is therefore specified as:

$$\hat{Y} \text{ performance} = 1.276 + .458 X1 - .210 X2 + .073 X3 + .388 X4$$

Since the regression coefficient of communication and teamwork is not statistically significant and therefore their beta regression coefficients were not different from zero, the regression model can then be simplified to:

$$\hat{Y} \text{ performance} = 1.276 + .458 X1 + .388 X4$$

Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks Measured with Employee Satisfaction

The model 1 is constructed with equation as below:

$$\hat{Y} \text{ Satisfaction} = \alpha + \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + \beta_4 X4 + e_i$$

Where, \hat{Y} Employee Satisfaction = Dependent Variable measured by Performance, α = Constant, β_1 = Involvement, β_2 = Communication, β_3 = Team Work, β_4 = Training and e_i = Standard Error Term.

Under the study of Model 2 where Employee Satisfaction is dependent variables, the regression coefficient of Involvement, communication, teamwork, and training culture denoted by b_1 , b_2 , b_3 and b_4 are .375, -.126, .124 and .397 respectively. It means that Rs. 1 increase in communication leads to Rs -.126 in Employee Satisfaction. In other side, Rs.1 increase in Involvement, teamwork, and training leads to increase Rs .375, 0.124 and .397 respectively in Employee Satisfaction of sample banks.

Similarly, considering the effect of communication in above table the Un standardized coefficient of B is equal to -.156 this means that there is a negative relationship between communication with Employee Satisfaction and for every increase in communication there is a decrease in Employee Satisfaction. In additional, there is a positive relationship between Involvement, teamwork, and training with Employee Satisfaction because unstandardized coefficient are 0.395, 0.124 and 0.404 respectively.

Each of these beta values has an associated standard error indicating to what extent these values would vary across different sample. Standard error of Involvement, communication, teamwork, and training culture are 0.092, 0.096, 0.072 and .082 respectively. The regression constant of Employee Satisfaction in multiple regressions is 1.128. The value of constant of Satisfaction has positive. This shows that Employee

Satisfaction of this sampled banks is highly affected by others factors besides Involvement, communication, teamwork, and training culture.

However, further empirical findings provided in Table 4.15 show that there is a negative relationship between communications with Employee Satisfaction. This is evident in the t-statistics value of communication is -1.622 as well as beta of this variables is negative and insignificant at 5% with a P-Value i.e. 0.108 which means that with the negatively insignificantly influence of other variables held constant as communication variables changes. There is positive significant relationship between involvement as well as training with Employee Satisfaction because both t-value as well as beta value is positive and P-value is lesser than 0.05. It means there is higher of involvement as well as training, higher Employee Satisfaction will be. There is positive insignificant relationship between teamwork and Employee Satisfaction because both t-value as well as beta value is positive but P-value is higher than 0.05.

The finding indicate that the significant predictors of Satisfaction were involvement ($\beta = .395, p < 0.05$) and Training ($\beta = .404, p < 0.05$). Satisfaction was not significantly predicted by communication ($\beta = -.156, p < 0.05$) and teamwork ($\beta = .124, p < 0.05$). The study explored the relationship between Satisfaction and various determinants of corporate culture related variables by suggesting that there is a statistically significant relationship between Employee Satisfaction of Nepalese commercial banks and selected factors. Results of this study indicate that the relationship between Employee Satisfaction of Nepalese commercial banks and selected factors is statistically significant ($p < 0.05$) for two predictor variables (involvement and Training) which means that there is a significant relationship between performance of Nepalese commercial banks and determinants.

The analytical model, which was:

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

Is therefore specified as:

$$\hat{Y} \text{ Satisfaction} = 1.128 + .395 X_1 - .156 X_2 + .124 X_3 + .404 X_4$$

Since the regression coefficient of communication and teamwork is not statistically significant and therefore their beta regression coefficients were not different from zero, the regression model can then be simplified to:

$$\hat{Y} \text{ Satisfaction} = 1.128 + .395 X1 + .404X4$$

Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks Measured with Employee Satisfaction Commitment

The model 1 is constructed with equation as below:

$$\hat{Y} \text{ Commitment} = \alpha + \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + \beta_4 X4 + e_i.$$

Where, \hat{Y} Employee Commitment = Dependent Variable measured by Performance, α = Constant, β_1 = Involvement, β_2 = Communication, β_3 = Team Work, β_4 = Training and e_i = Standard Error Term.

Under the study of Model 2 where Employee Commitment is dependent variables, the regression coefficient of Involvement, communication, teamwork, and training culture denoted by b_1 , b_2 , b_3 and b_4 are .669, -.136, -.006 and .241 respectively. It means that Rs. 1 increase in communication and teamwork leads to Rs -.126 and Rs-.006 in Employee Satisfaction. In other side, Rs.1 increase in Involvement and training leads to increase Rs 0.669 and .241 respectively in Employee Satisfaction of sample banks.

Similarly, considering the effect of communication and teamwork in above table the Un standardized coefficient of B is equal to -.153 and -.005 respectively this means that there is a negative relationship between communication as well as teamwork with Employee Commitment and for every increase in communication as well as teamwork there is a decrease in Employee Commitment. In additional, there is a positive relationship between Involvement and training with Employee Commitment because unstandardized coefficient of beta are 0.639 and 0.222 respectively.

Each of these beta values has an associated standard error indicating to what extent these values would vary across different sample. Standard error of Involvement, communication, teamwork, and training culture are 0.070, 0.073, 0.055 and .063 respectively. The regression constant of Employee Commitment in multiple regressions is 1.678. The value of constant of Commitment has positive. This shows that Employee Commitment of this sampled banks is highly affected by others factors besides Involvement, communication, teamwork, and training culture.

However, further empirical findings provided in Table 4.15 show that there is a negative relationship between communications and teamwork with Employee Commitment.

This is evident in the t-statistics value of communication and teamwork is -2.083 and -.093 respectively as well as beta of this variables is negative and insignificant at 5% with a P-Value i.e. 0.93 and 0.926 respectively which means that with the negatively insignificantly influence of other variables held constant as communication and teamwork variables changes. There is positive significant relationship between involvement as well as training with Employee Satisfaction because both t-value as well as beta value is positive and P-value is lesser than 0.05. It means there is higher of involvement as well as training, higher Employee Commitment will be. There is positive insignificant relationship between teamwork and Employee Commitment because both t-value as well as beta value is positive but P-value is higher than 0.05.

The finding indicate that the significant predictors of Commitment were involvement ($\beta = .639, p < 0.05$) and Training ($\beta = .222, p < 0.05$). Employee Commitment was not significantly predicted by communication ($\beta = -.153, p < 0.05$) and teamwork ($\beta = -.005, p < 0.05$). The study explored the relationship between Employee Commitment and various determinants of corporate culture related variables by suggesting that there is a statistically significant relationship between Employee Commitment of Nepalese commercial banks and selected factors. Results of this study indicate that the relationship between Employee Commitment of Nepalese commercial banks and selected factors is statistically significant ($p < 0.05$) for two predictor variables (involvement and Training) which means that there is a significant relationship between Employee Commitment of Nepalese commercial banks and determinants.

The analytical model, which was:

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

Is therefore specified as:

$$\hat{Y} \text{ Commitment} = 1.678 + .639X_1 - .153 X_2 - .005X_3 + .222X_4$$

Since the regression coefficient of communication and teamwork is not statistically significant and therefore their beta regression coefficients were not different from zero, the regression model can then be simplified to:

$$\hat{Y} \text{ Commitment} = 1.678 + .639X_1 + .222X_4$$

4.5 Findings

- i. There were female respondent are higher than male in case of gender (female = 67, male = 53). Respondents having age of 25-40 years were more than two times (78%) to the respondents (19%) and respondents (23%) having age Up to 25 years and above 40 years respectively. The respondents having bachelor degree (61%) were less than that from respondents having master degree (34%) and + 2 or equivalent (25%). 79 percent respondents were officer level from sample banks than Assistant (20%) and Manager (21%). Respondents having experience between two to five years (62%) were higher than respondents having experience of less than two years (27%) and above five years (31%).
- ii. The Cronbach's Alphas for Involvement (0.691), Communication (0.518), Team Work (0.644) and Training (0.613) as dependent variables are lower than 0.70. Although, two independent variables i.e. performance and Employee commitment are 0.72 & 0.806 respectively but Employee satisfaction are 0.67, which is slightly, lower than 0.70. The calculated values of overall data of Cronbach's Alphas are above the standard (0.70), which implies that the data collected on these variables are reliable (consistent).
- iii. Descriptive statistics of an individual item and as a whole of Involvement culture as sub-factor. The items have a mean value ranging from 3.41 to 3.68 i.e. the response is positive. The aggregate mean of involvement culture is 3.546 with standard deviation of 0.6365. This shows that the Nepalese commercials banks have given priority to development involvement and participation of organizations related activities because mean value is 3.546 that is the agreeableness.
- iv. Descriptive statistics of an individual item and as a whole of Communication culture as sub-factor. The aggregate mean of investors' financial literacy is 3.628 with standard deviation of 0.5403. Q7 has the highest mean i.e. 3.72 and Q8 has the lowest mean i.e. 3.53. So, it can be concluded that the most of the respondents are moderately satisfied with the Communication Culture followed by the banks. The highest mean of 3.72 indicates that Nepalese commercials banks are able to make easy communication system between each other department when required.

- v. The descriptive results shows the responses on the five point Likert scale which items about their opinions regarding Team work Culture in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Team work Culture in their respective banks lies between minimum 3.74 to maximum 4.04. Finally, it can be concluded that the most of the respondents are moderately satisfied with Teamwork Culture in their respective banks because The composite mean value is 3.88 (SD=0.6695), this signifies that teamwork has a moderately implemented in the sampled banks.
- vi. The descriptive results show the responses on the five point Likert scale which items about their opinions regarding Training Culture in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Training Culture lies between mean values of 3.64 to 3.78. Each statement value is above value 3 indicating respondents are satisfied with the measuring statement regarding for training culture applied by banks.. The composite mean value is 3.68 (SD=0.6588), this signifies that training culture has a moderately implemented in the sampled banks.
- vii. The descriptive shows the responses on the five point Likert scale which items about their opinions regarding Organization Performance in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Organization Performance in their respective banks lies between minimum 3.64 to maximum 4.03. Finally, it can be concluded that the most of the respondents are moderately satisfied with organization performance in their respective banks because the composite mean value is 3.85 (SD=0.71), this signifies that organization performance has a moderately implemented in the sampled banks.
- viii. Descriptive statistics of an individual item and as a whole of Employee Satisfaction is sub-factor. There are five statements used to measure the Employee Satisfaction. Each of the 120 respondents submitted their responses in the five-point Likert scale. The items have a mean value ranging from 3.61 to 4.05 i.e. the response is positive. The aggregate mean of involvement culture is 3.931 with standard deviation of 0.6703. This shows that the Nepalese commercials banks are able to achieved satisfied performance of organizations related activities because mean value is higher than three are.

- ix. The descriptive results the responses on the five point Likert scale which items about their opinions regarding Employee Commitment in their respective banks. The mean value of each statement under which five different questions were prepared regarding the Employee Commitment in their respective banks lies between minimum 3.69 to maximum 3.96. Finally, it can be concluded that the most of the respondents are moderately satisfied with employee commitment in their respective banks because the composite mean value is 3.80 (SD=0.608), this signifies that teamwork has a moderately implemented in the sampled banks.
- x. There is that the positive significant relationship between organization performances, Employee satisfaction & Employee Commitment and corporate culture related variables i.e. are Involvement, Communication, teamwork and training because p value is lower than 0.05. It indicates that there is influence to organization performances, Employee satisfaction & Employee Commitment due to any changes of variables of Involvement and training of the Nepalese commercial sampled banks. There is insignificant relationship between organization performances, Employee satisfaction and Employee Commitment and corporate culture related variables i.e. are Communication and teamwork because p value is higher than 0.05.
- xi. R^2 of organization performances represent that 39.8 % variation in organization performance is explained by joint effect of Involvement, teamwork, communication and training culture of organization and remaining 60.2% is explained by other factors which are not included in this model. R^2 of Employee satisfaction represent that 42.2 % variation in employee satisfaction is explained by joint effect of Involvement, teamwork ,communication and training culture of organization and remaining 57.8% is explained by other factors which are not included in this model. similarly R^2 of Employee Commitment represent that 59.5 % variation in employee commitment is explained by joint effect of Involvement , teamwork ,communication and training culture of organization and remaining 40.5% is explained by other factors which are not included in this model.
- xii. the F is about 19.008,20.960 and 42.261 for Model 1 , 2 and 3 respectively and a P-value that is almost equal to 0.000 (p-value=0.000) in Model 1 , 2 and 3

respectively. The P value is 0.000, which is lesser than alpha value 0.05, these shows that independent variable in this model statistically significantly predict the dependent variable. Therefore, the model is a good predictor of the relationship between dependent variable and independent variable. As a result, the independent variables are significant in explaining the variance in dependent variable.

- xiii. The significant predictors of performance were involvement ($\beta = .458, p < 0.05$) and Training ($\beta = .388, p < 0.05$). Performance was not significantly predicted by communication ($\beta = -.210, p < 0.05$) and teamwork ($\beta = .073, p < 0.05$). The study explored the relationship between performance and various determinants of corporate culture related variables by suggesting that there is a statistically significant relationship between financial performance of Nepalese commercial banks and selected factor,
- xiv. The significant predictors of Satisfaction were involvement ($\beta = .395, p < 0.05$) and Training ($\beta = .404, p < 0.05$). Satisfaction was not significantly predicted by communication ($\beta = -.156, p < 0.05$) and teamwork ($\beta = .124, p < 0.05$). The study explored the relationship between Satisfaction and various determinants of corporate culture related variables by suggesting that there is a statistically significant relationship between Employee Satisfaction of Nepalese commercial banks and selected factors.
- xv. The significant predictors of Commitment were involvement ($\beta = .639, p < 0.05$) and Training ($\beta = .222, p < 0.05$). Employee Commitment was not significantly predicted by communication ($\beta = -.153, p < 0.05$) and teamwork ($\beta = -.005, p < 0.05$). The study explored the relationship between Employee Commitment and various determinants of corporate culture related variables by suggesting that there is a statistically significant relationship between Employee Commitment of Nepalese commercial banks and selected factors.

4.6. Discussion

The sample for study comprised 120 respondents from five commercial banks. The data were obtained through five point Likert Scale questionnaire. The data thus obtained were analyzed using maximum, minimum, mean, standard deviation, Cronbach's Alpha, correlation, regression, t-test and analysis of variance test. Under the descriptive statistics, mean, maximum, minimum and standard deviation were used to describe the situation of involvement, communication, teamwork and training culture and organization performance, employee's satisfaction and commitment. Under the correlation analysis, Pearson correlation coefficient and regression analysis were used. Pearson's 'r' was calculated to test the first hypothesis. Regression analysis was used to examine the degree of relationship between corporate culture and perceived organization performance related variables. Under the inferential statistics, t-test and analysis of variance test were made. T-test and analysis of variance test were made to test the second hypothesis. In addition, analysis of variance test was made to test the goodness of fit of regression. Cronbach's Alpha was calculated to test the consistency in items of different dimensions of corporate culture and perceived organization performance related variables that were used in corporate culture and perceived organization performance. That is, to see the reliability of data, Cronbach's Alpha was calculated.

CHAPTER 5

SUMMARY AND CONCLUSIONS

This chapter is classified in the three sub-heads like summary, conclusion and implication. Summary incorporates the data findings in a logical and rational way to the problem area, research objectives, research questions within the framework presented in chapter 1, importance of hypotheses to develop theory and entire works performed by the researcher since beginning to the end. Conclusion incorporates the brief summarization of major findings, comparison of these findings with previous researches and the logics of researcher. That is, conclusion is made based on discussion. Implication part incorporates the major uses of this study to managers in introducing change without wasting time, planning and decisions making as well as to the future researchers, who want to do research on same or related topic.

5.1 Summary

This study concerns in the topic of "Corporate Culture and Perceived Organization Performance in Nepalese Commercial Banks". The research has followed these objectives: (i) To establish the effect of involvement culture on Organization Performance, Employee Satisfaction & Employees Commitment in Nepalese commercial banks. (ii) To assess the effect of Team work culture on Organization Performance, Employee Satisfaction & Employees Commitment in Nepalese commercial banks. (iii) To determine the effect of Communication Culture Organization Performance, Employee Satisfaction & Employees Commitment in Nepalese commercial banks. (iv) To examine the effect of Training Culture on Organization Performance, Employee Satisfaction & Employees Commitment in Nepalese commercial banks. To meet the desired objectives, Data have been collected from 5 commercial banks out of 27 commercial banks by using Convenience sampling. Data have been sourced from questionnaire. Data have been collected through the five point Likert Scale questionnaire. In scaling of questions, '1' indicates strongly disagree and '5' indicates strongly agree. For this purpose, descriptive and inferior research design has adopted. Out of the total population, 5 commercial banks were taken as sample using Convenience Sampling Method.

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In line with the emerging business issues, statement of problems, research questions and research objectives, the findings of this study were drawn. Female employees are higher in number at Nepalese commercial banks than male employees are. Employees having age of 25-40 years and bachelor degree employees are more in the findings. The findings are more applicable in the employees having experience of between two to five years in comparison to employees having experience of less than two years and above five years. It was first found out that there is average composite mean of each sub factors lies between 3 to 4 scales. It shows that respondents are moderately satisfied with culture of commercial banks and perceived organization performance.

There is that the positive significant relationship between organization performances, Employee satisfaction & Employee Commitment and corporate culture related variables i.e. are Involvement, Communication, teamwork and training because p value is lower than 0.05. It indicates that there is influence to organization performances, Employee satisfaction & Employee Commitment due to any changes of variables of

Involvement and training of the Nepalese commercial sampled banks. There is insignificant relationship between organization performances, Employee satisfaction and Employee Commitment and corporate culture related variables i.e. are Communication and teamwork because p value is higher than 0.05. There is significant positive relationship between organization performance and involvement culture as well as training. However, there is insignificant negative relationship between organization performance and communication as well as teamwork culture. Similar finding has found in case of employees satisfaction and employees commitment. It shows that involvement and training culture are important factors to increase of organization performance and employees commitment as well as employees satisfaction.

5.2 Conclusion

The study examined the relationship between organizational culture (involvement, communication, teamwork and training) and organizational performance in commercial banks in Nepal. There is significant positive relationship between organization performance and involvement as well as training related factors. It shows that organization should careful and improved to involvement and training related cultural factors to improve its performance in comparison to focus communication and teamwork related organization factors because communication and teamwork has not significantly influence to performance of organization. Although, there is significant relationship between performance and organization culture as per ANOVA analysis. It shows that organization culture related factors are important for improve the performance of Nepalese commercial banks. among other variables ,The study conclude that commercial banks had involvement and training culture that determined how things were done, employees were like-minded and held similar beliefs and values regarding involvement and training related factors. The study also concludes that employees of commercial banks in Nepal observed teamwork habit and communication system while at work have not taken positively for improvement of performance.

The central objective of this study was to assess the effect of corporate culture on employee's satisfaction. As per ANOVA analysis, this invariably suggests clearly that simultaneously the explanatory variables including all independent variables together i.e. are involvement, communication, teamwork and training culture are significantly

associated with the dependent variable i.e is employee's satisfaction. The P value is 0.000, which is lesser than alpha value 0.05, these shows that independent variable in this model statistically significantly predict the dependent variable.

There is significant positive relationship between satisfaction and involvement culture as well as training culture .but there is insignificant relationship between satisfaction and teamwork culture as well as communication culture. The analysis of data collected from the bank employees concludes that involvement culture as well as training culture has the strongest impact on satisfaction. Besides all the other determinants involvement culture as well as training culture is the most important factor in deciding the satisfaction level of employees' job. It is obvious that whenever an employee joins a job the most important concern is regarding the teamwork culture and communication culture as not consider the important factor to their satisfaction.

Strong culture within the organization leads to raise the employee's commitment towards achieving the goals of the organization with a common path. It is very helpful to increase the performance of the employees. It is bring into being that employee's commitment and group efficiency plays very crucial role to adopt the value and beliefs of the organization and enhancing the performance of the organization. The study examined the relationship between organizational culture (involvement, communication, teamwork and training) and Employee Commitment in commercial banks in Nepal. There is significant positive relationship between Employee Commitment and involvement as well as training related factors. It shows that organization should careful and improved to involvement and training related cultural factors to improve Employee Commitment in comparison to focus communication and teamwork related organization factors because communication and teamwork has not significantly influence to Employee Commitment. Although, there is significant relationship between Employee Commitment and organization culture as per ANOVA analysis. It shows that organization culture related factors are important for improve the Commitment of Nepalese commercial banks. among other variables ,The study conclude that commercial banks have strong involvement and training culture because involvement and training are significant relationship with performance , satisfaction and commitment where as insignificant relationship between involvement & training

and performance , satisfaction & commitment. It means Nepalese commercial banks have weak training and teamwork culture to improve its perceived performance.

5.3 Implication

The researcher has viewed the implications of this study from the viewpoint of managers and future researchers. Therefore, the implications of this study have been separated as managerial implications and future research implications.

Managerial implications

- i. Based on the findings, the study recommends that the management on commercial banks should consider more involvement and training culture related factors to increase performance and employee's satisfaction and commitment for enhance the its strength because there is significant relationship between these variables.
- ii. Management on commercial banks should improve and changed the teamwork and communication culture related factors to improve its performance and employee's satisfaction as well as commitment because there is insignificant relationship between these variables.
- iii. The study also recommends that is very crucial that the organization culture trait since this will help the organization to optimize job performance. Thus, management should focus to build the good corporate culture in the organizations.
- iv. Bank management should keenly observe the job satisfaction levels of employees and should formulate strategies to shift the satisfaction levels from satisfactory to highly satisfied
- v. Results of this study are helpful in providing guidelines to the bank management regarding how to improve the performance level of employees by improving various corporate culture determinants.

Future research implications

- i. This study was conducted in only 5 commercial banks. Now future researchers can conduct similar or same research in other financial and non-financial institutions rather than sampled banks of this study.
- ii. The data used for the study were collected through questionnaire. Questionnaire cannot determine the actual attitudes of employees. So, future researchers can

conduct interviews with managers and employees so as to obtain more accurate and reliable data related to job satisfaction and change readiness of employees.

- iii. Pilot study was not conducted before distributing questionnaires so, future researchers can conduct pilot study before distributing the questionnaires so as to minimize potential errors and test hypotheses in advance to see their relevancy and improve the hypotheses if they are found to be irrelevant.
- iv. This research had assumed corporate culture as more influential variable for perceived organization performance. Future researchers can take other more influential variables like values and norms, policy, procedures, etc.

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APPENDIX

QUESTIONNAIRE

Dear Sir/Madam,

Primarily, I would like to introduce myself. I am a student of Central Department of Management, currently engaged in the research work on “**Corporate Culture and Perceived Organaization Performance in Nepalese Commercial Banks**” for the fulfillment of my dissertation paper on management for the Masters in Business Studies (MBS). To fulfill my thesis work, I need a kind help from you. I request you to fill up the following questionnaire.

I look forward to your kind cooperation and assure you that whatever information you provide me solely be utilized in the research work.

Thank you

Rita Dhakal

Section A: Respondent Profile

Name of the Bank:

Gender: Male (1) Female (2)

Age (Years): Up to 25 years (1) 25-40 years (2) above 40 years (3)

Academic Qualification:

- + 2 or equivalent (1)
- Bachelor Degree(2)
- Master Degree(3)

Designation:

- Assistant (1)
- Officer (2)
- Manager (3)

Length of Employment

- Less than two years(1)
- Between two to five years (2)
- Above five years(3)

Section B: Information on Culture and Perceived Organization Performance

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

S.N.	Questions	1	2	3	4	5
1.	Involvement					
1.1	I can see a relationship between my work and the goal of the organization (Q1)					
1.2	My Organization has regularly involvement Culture for decision making Process (Q2)					
1.3	I always ask my manager if I have any problem and he/she is more than happy to deal with my queries(Q3)					
1.4	My organization gives priority to Capability Development of each staff (Q4)					
1.5	I feel proud to be a part of the organization(Q5)					
2.	Communication					
2.1	In My organization, communication is used as an effective way of getting relevant feedback and critical information for corrective action (Q6)					
2.2	It is quite easy to communicate with other departments when required (Q7)					
2.3	There is creation or exchange of thought, ideas, emotions and understanding between the managers and other employees(Q8)					
2.4	Communication barriers is a major challenges in my Organization (Q9)					
2.5	My organization provide regularly provides communication skills training to the employees (Q10)					
3.	Team Work					
3.1	Employees work together as a team in the organization (Q11)					
3.2	My colleagues are warm and sociable (Q12)					
3.3	At My Organization, decisions are made through consensus to ensure better performance (Q13)					
3.4	Other units or departments at organization always co-operate with each other when need assistance to ensure perform better (Q14)					
3.5	Work within My Organization is appointed around groups that ensure better performance (Q15)					
4.	Training					
4.1	There is training need assessment in regular basis in my organization (Q16)					
4.2	My organization gives feedback on performance before and after training (Q17)					
4.3	My organization uses appropriate training layout according to training purpose (Q18)					
4.4	My organization has the provision of evaluation of training program at the end of the training program (Q19)					

4.5	My organization provides different training environment for different trainings (Q20)					
4.	Organization Performance					
4.1	Employees complete work assigned to them as per the desired standards (Q21)					
4.2	Training programs help me to decrease wastage of time and other resources which increases the performance (Q22)					
4.3	Training environment in the bank helped me to increase job performance (Q23)					
4.4	The entire organization pulls towards a common goal encouraged by its team work culture (Q24)					
4.5	There is greater accountability for end results within the organization (Q25)					
5.	Employee Satisfaction					
5.1	I am satisfied with my training and development and I intend to stay in the organization (Q26)					
5.2	Level of employee satisfaction in our organization is high (Q27)					
5.3	My organization always meet the needs and satisfaction of customers on time (Q28)					
5.4	My organization has succeeded in creating value for employee satisfaction(Q29)					
5.5	I am encouraged to be innovative within my role (Q30)					
6.	Employee Commitment					
6.1	There is efficient service delivery as employees commit maximum efforts to their work (Q31)					
6.2	I am highly committed in achieving the overall goals and objectives of Organization (Q32)					
6.3	The level of employee commitment in my organization is high (Q33)					
6.4	Influence of communication on organization commitment (Q34)					
6.5	Some levels of teamwork helps to increase in employees commitment (Q35)					
6.6	you feel a strong emotional attachment to your organization (Q36)					
6.7	Our job and security in this bank are constantly under threat (Q37)					
6.8	In this bank, for small mistakes committed earlier, people are pulled up even at later dates (Q38)					
6.9	I understand how I contribute to the organization's goals (Q39)					
6.10	I am encouraged to be creative at work (Q40)					

Section C: Recommendation for the Study

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

1.....
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2.....
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**THANKYOU FOR PROVIDING YOUR PRECIOUS TIME TO FILL THIS
QUESTIONNAIRE!!!**