

Employee Performance Factors in the Nepalese Commercial Banks: Insights from Emerging Markets

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Abstract. The study examined the factors impacting employee performance in Nepalese Commercial Banks (NCBs) employing quantitative methodologies. The study assessed the effect of remuneration, working environment, training, supervisory assistance, and organizational culture on the NCB's performance based on the survey among 418 respondents. The study's findings indicated that organizational culture ($\beta = 0.386$, $p = 0.000$) had the most significant influence on the EP of the NCBs. Keeping all other independent variables constant, an increase of one unit in organization culture would increase to 0.582 units in EP, followed by increases of 0.312 units in training ($\beta = 0.133$, $p < 0.05$), 0.225 units in supervisor support ($\beta = 0.146$, $p < 0.05$), 0.196 units in the working environment ($\beta = 0.112$, $p < 0.05$), and 0.069 units in remuneration ($\beta = -0.04$, $p > 0.05$). Theoretical implications of evaluating employee performance characteristics include social exchange theory, which argues that empowered and valued individuals are more likely to perform well. Reciprocal social exchange partnerships only form if all parties value the transaction and feel they can contribute. As a practical implication, employees who are satisfied with their workplace interactions are likelier to perform well. Examining and identifying the workplace factors of performance can help managers further understand and improve employee performance. This is how, as a practical contribution, it explains how working in a friendly, cooperative, and affirming organizational culture leads to superior job performance. Hence, Commercial banks must focus on enhancing the working environment, providing training and supervisory assistance, and, most importantly, developing an organizational culture that affects employee performance.

Keywords: Culture, Remuneration, Supervisor Support, Training, Working Condition

1. Introduction

Performance is the capacity to carry out a task within established bounds. A variety of workplace conditions influence the performance of employees. Due to the importance of employees as a resource, the crucial factors that affect their performance at work must be thoroughly examined. The performance evaluation of employees is "one of the most emotion-driven processes in corporate life—the evaluation of a man's contribution and aptitude (Narcisse & Harcourt, 2008). To effectively manage employees and match them with the company's broader business strategy, companies must be aware of their employees' skills (Boxall & Purcell, 2011). At the same time, companies must be aware of the implicit and explicit factors associated with performance so as to improve their employees' abilities to do their best. Employee performance is based on behavior or what they do, not what they create or their HR results (Aguinis, 2009). A lot of factors influence an employee's performance. There are individuals whose performance is reinforced by their innate motivation. Other employees do well due to attractive working circumstances and benefits. In most instances, it depends on the demands and priorities of the employees and their employment situation. These characteristics may have an impact on their performance at work, which has a significant effect on employee performance.

Murphy and Cleveland (1991) found that several essential aspects of the investigation and formulation of a performance evaluation are usually overlooked, which may explain why there is no unified model for evaluating employee performance (EP). Multiple aspects impact EP, such as compensation, supervisory conduct, relationships with coworkers, promotional opportunities, rewards, and recognition. Nguyen et al. (2015) stated that despite much research assessing the impacts of multiple factors on EP, relatively few considered more than three aspects at one time. In addition, even though there has been researched on the elements influencing employee performance, the majority of it looked at different variables related to employee performance and was also carried out in various industries. This study tries to close the gap by focusing solely on factors influencing bank employee performance. This study seeks to comprehend how the selected criteria influence EP in commercial banks in Nepal. This study examines the effect of several factors on the performance of bank employees in Kathmandu Valley, the capital city of Nepal. It reveals operational options for enhancing and motivating personnel in commercial banks to increase organizational performance. This research can assist other organizations in reevaluating their workers' performance and comprehending the impact of factors affecting employee work performance.

Understanding the elements that drive employee performance is essential so that managers can reinforce those factors to enhance performance. This study specifically examines the impact of remuneration, the working environment, training opportunities, the relationship with a supervisor, and organizational culture on employee performance. This study focuses on the factors influencing the performance of bank personnel and attempts to address the following primary research questions:

- a. Is there a significant association between remuneration, working environment, training, supervisors' support, and organizational culture and commercial bank employees' performance?
- b. What impact do remuneration, working environment, training, supervisors' support, and organizational culture have on the performance of commercial bank employees?

This study followed a predetermined sequence. The introduction discusses the context, objectives, and significant employee performance challenges in the NCBs. The literature review, in association with the conceptual framework and hypotheses, provides a comprehensive concept and research development in this field. The methodology section describes the study's design, sampling, and data collection methods. It takes into consideration the qualities of the respondents. In addition, it provides the reliability and multi-collinearity of the data for future processes. The results section presents the study's findings with an emphasis on hypotheses. The results are compared to some of the most recent research in the discussion section. Based on the findings, the conclusion section describes the research goal and indicates the study's significance, limitations, and suggestions for future research.

2. Review of Literature

Human resource management (HRM) is a plan of organized human resources (HR) development and actions that influence the behavior of individuals to assist organizations in achieving their objectives (Wood et al., 2006). The foundation of the HRM concept was the efficient use of people as resources to fulfill corporate strategy and organizational objectives (Zhu, 2007). HRM contributes to developing high-performance work systems by connecting individuals from various organizational departments (Brewster, 2007). Sutiyono (2007) asserted that organizations with a sound HRM system could become more competitive by investing in the growth of their employees.

2.1. Social Exchange Theory (SET) and Employee Performance (EP)

Social exchange theory, which has its roots in the works of Gouldner (1960) and Blau (1964), is a prominent explanation for the employee-organization relationship. Gouldner defined "social exchange" as a sequence of mutually contingent transfers of gratification between two persons who believe in reciprocity under a generic moral norm. With such a standard of reciprocity, the mutuality of gratification contributes to maintaining a stable social system. Blau elaborated on the concept of social exchange by distinguishing it from an economic exchange. Social exchange is typically long-term, whereas money exchange is short-term and based on a barter system. In contrast to economic exchange, a social exchange entails less tangible or even symbolic resources, and neither the time frame nor the nature of anticipated future returns is specified. Since returns are indeterminate obligations in social exchange, the parties to the exchange adhere to the principle of reciprocity in fulfilling their obligations in the future.

Sinha (2001) described EP as dependent on the individual's willingness and availability to complete the job. Therefore, EP inside an organization is crucial to its success and profitability. Setting a competitive pay level, developing and training performance appraisals, enhancing the recruiting package, and keeping morale are the five HRM techniques described by Carlson (2006) as affecting performance. Tessema and Soeters (2006) conducted a study on eight human resource activities, including recruitment and selection, training, pay, employee performance appraisal, promotion, grievance, and pension or social security, in relation to employee performance perception. Consequently, it is arguable that specific HR policies have favorable and statistically significant associations with EP evaluations.

EP is an employee's contribution to attaining an organization's goals. Managers closely track and assess employee performance to meet an organization's stated objective, and employees are anticipated to deliver at an acceptable level (Armstrong, 2009). Performance is determined by output quantity, output quality, output timing, presence on the job, work efficiency, and work effectiveness (Mathis, 2009). The concept of performance excludes the outcomes of an employee's actions and includes simply the activities themselves. Thus, EP refers to the execution of a set of actions centered on results and performance evaluation. It is stated that management must grant employees the authority to develop their jobs and responsibilities for effective performance. Thus, employees will find their work more aligned with their abilities, needs, and beliefs.

2.2. Factors Affecting EP

Some scholars and practitioners claim that several factors, both separately and in combination, positively or negatively impact employees' performance. A leader's attitude and behavior together form their leadership style, influencing how they interact with their subordinates in specific ways (Du Brin, 2004). In a work environment, all employees collaborate with various support groups to accomplish specific objectives in line with the mission and vision of the business (Palvalin, 2019).

Subha and Bhattacharya (2021) explored the relationship between training and motivation and found that training and motivation have a beneficial impact on staff effectiveness and efficiency. In addition, the study discusses the financial sector's training and development procedures that should be used to properly train workers and improve their performance, as well as the workplace's training and motivation needs. Motlokoa et al. (2018) conducted a study to examine the impact of training on employee performance in the banking sector of Lesotho. Most of the study's findings indicated that

training in the Lesotho banking industry promotes employee performance and favorably affects employee motivation and job satisfaction. Training and development are significantly related to EP, and more training programs ensure better EP (Mitu et al., 2016).

The influence of organizational culture on employee performance in Afghanistan's telecommunications sector showed the existence of relationships as well as the role of corporate culture in overall job performance (Mohsen et al., 2020). However, the level of this impact varies depending on other sub-elements of organizational culture, such as change management, goal attainment, and others. In addition, organizational culture variables like ritual, value, and heroes had a huge and significant impact on employees' performance (Paschal & Nizam, 2016). Olawuyi (2017) conducted research on organizational culture as a factor influencing EP and higher productivity in tourism enterprises. The study discovered a link between organizational culture and increased productivity. Similarly, there is a strong link between corporate culture and EP.

2.3. Conceptual Framework and Hypothesis

Based on the literature, there is no universal definition of EP. It also showed that various factors influence EP. In this research, compensation, training, the work environment, supervisor support, and organizational culture all play a major role in how well employees perform. Even though there have been several studies on the elements influencing EP, most looked at different variables related to EP and were also carried out in various industries. This study tried to close the gap by focusing on factors influencing bank employee performance.

This study attempts to bridge the gap by examining the factors that influence bank EP. Therefore, this study focuses on the variables influencing EP at the NCBs in the Kathmandu Valley. However, the framework provided below offers a much clearer picture of the study.

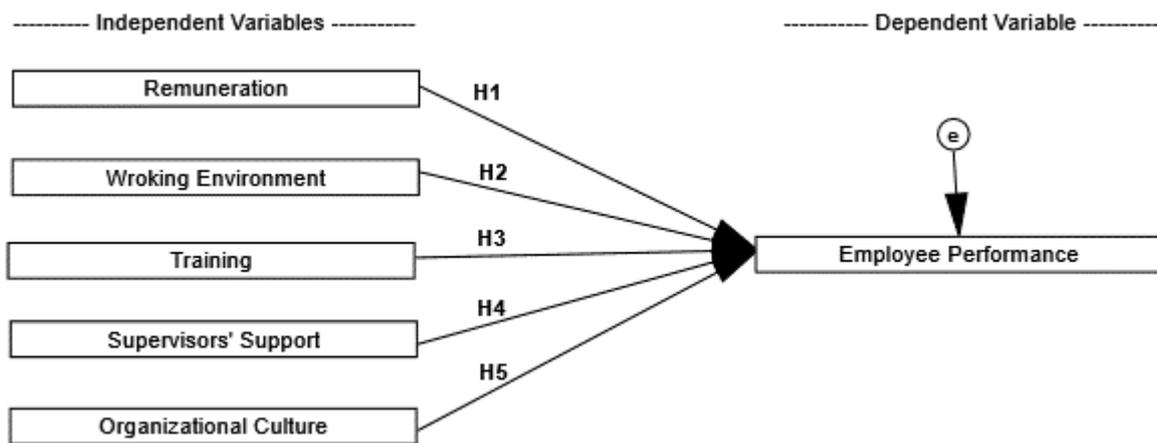


Fig. 1: Conceptual Framework

Source: Adapted and modified from Diamantidis and Chatzoglou, (2018)

Remuneration

Alhmoud and Rjoub (2020) noted that extrinsic rewards are ultimately the most influential in determining employee retention. Any company that wants to improve EP must ensure that the HR department fully engages the workforce to find ways to make employees more engaged and, by extension, improve their performance. Introducing a reward policy that addresses employee rewards is one approach. Employee rewards can be categorized as either extrinsic or intrinsic. Extrinsic rewards are any external incentives management offers staff members to boost productivity. Examples of extrinsic rewards include bonuses, promotions, flexible work schedules, cash, profit-sharing plans, wage increases, and other benefits and incentives. Intrinsic rewards are intangible as they reflect how employees feel about their work and the value they bring to the organization.

H₁: Employee remuneration and performance demonstrate a strong correlation.

Work Environment

The term working conditions of employees refer to the workplace setting and any circumstance that impacts the workforce. Work schedules, physical locations, structures and furnishings, employee legal rights, workload, and organizational culture are a few examples. Palvalin (2019) identified that at the workplace, all employees engage with various support groups to achieve specific goals in accordance with the mission and vision of the organization. Humans rely on their immediate environment to sustain their existence, and if this environment is not appropriately managed, risks that seriously reduce worker productivity could be introduced. Therefore, a productive workplace promotes achieving the best results possible. In addition, the physical work environment directly impacts interpersonal relationships at work, affecting how people act and react to one another.

H₂: The working environment and employee performance are strongly correlated.

Training

Different authors and practitioners of human resources management have defined training differently in the literature. Abiodun (1999) noted that training affects an individual's behavior in their interactions with other members of the organization's work groups and their views, ideas, and knowledge. Efficient training programs can improve an employee's skills (Wright & Geroy, 2001). Many companies worldwide have realized that their employees' knowledge, skills, competencies, and talents are crucial to their organizations' success. Training is one of the most crucial aspects of HRM, as it favors EP and an organization's productivity. So, it stands to reason that for a company to perform better, it must offer employee training. Training should be sufficient to promote future employee growth if it is of long-term use to an organization (Al Karim, 2019).

H₃: Training and job performance are significantly correlated.

Supervisors' Support

The connection between employees and supervisors is assumed to be linked to achieving organizational goals. A leader's attitude and behavior together form their leadership style, influencing how they interact with their subordinates in specific ways (Du Brin, 2004). Coaching is a successful method of skill acquisition as supervisors can examine individual employee behaviors with performance and offer constructive suggestions and criticism. Trainers help workers finish tasks by walking them through the operational process.

H₄: Supervisors' support and employee performance have a significant relationship.

Organizational Culture

Employees' shared values and behaviors are known as organizational culture and are used as a tool to help the firm achieve its goals (Schein, 1990). Corporate culture refers to the thinking of individuals that distinguishes them from one another within and outside the organization, which includes the employee's attitudes, beliefs, and actions that differ from that of the other organization (Hofstede, 1991). Employee performance is fundamentally correlated with organizational culture. Therefore, organizational culture affects performance (Magee, 2002). Sahertian et al. (2020) noted that culture greatly affects an employee's attitude and dedication, but not their performance. However, another study found innovative culture is crucial to corporate culture, which substantially favors EP (Nwakoby et al. 2019). Mohammed and Mohsin (2019) conducted another study demonstrating organizational culture's value and how it contributes to meeting management objectives. Additionally, organizational culture affects knowledge management and managerial effectiveness in different businesses (Saif & Yeop, 2020).

H₅: Organizational culture and employees' performance are significantly correlated.

3. Research Methodology

3.1. Research Design

The study followed a correlation and causal-comparative research design. The descriptive design offered some information regarding the characteristics of the population. The causal-comparative design identified the cause-and-effect correlations between variables and assessed the effect of the independent variable on PE.

3.2. Population and Sample

All the NCBs and their working representatives were considered the study population. Based on the purposive and convenient sampling technique, the study captured eight banks and their 418 working representatives as respondents, as presented in Table 1.

Sample Banks	Respondents
NIC Asia	55
Everest Bank	48
Nabil Bank	47
Citizen Bank	48
Prime Bank	54
Global Bank	62
Siddhartha Bank	48
Kumari Bank	56
Total number of respondents	418

Table 2 presents the respondents' profiles, including gender, age, education level, and monthly salary. Out of all the people who answered the survey, most of the respondents were women. It shows very clearly that most of the people who answered the survey were between the ages of 26 and 35. More than half of the respondents are college graduates. As far as remuneration is concerned, most of the respondents draw a salary in between 30,000 to 40,000 ranges.

	Respondents			Respondents	
	Nos	%		Nos	%
<i>Gender:</i>			<i>Education level:</i>		
Male	202	48.3	Intermediate (+2)	76	18.2
Female	216	51.7	Bachelor's	234	56.0
<i>Age:</i>			Master's	108	25.8
16 to 25	92	22.1	<i>Monthly salary (Rs):</i>		
26 to 35	202	48.3	Below 30,000	57	13.6
36 to 45	98	23.4	30,000 – 40,000	186	44.5
46 to 55	18	4.3	40,000 – 50,000	102	24.4
Above 55	8	1.9	50,000 – 60,000	55	13.2
			Above 60,000	18	4.3
Total of each group	418	100.0		418	100.0

Source: Field Survey, 2022

3.3. Nature and Sources of Data

The study employed primary data collected from 418 employees of eight NCBs to know their responses regarding the determinants of performance. Likewise, formal/informal discussion was taken with the

in-charge and manager-level staff of concerned banks and utilized as the source of information.

3.4. Data Collection Procedure

A convenience sampling technique and a structured questionnaire were employed to collect respondents' views concerning factors affecting employee performance. The questionnaire comprised two sections. The first section included the personal information of the respondents to draw some conclusions based on the demographics of the survey participants. The following section comprised scenario-based questions to which the respondents were asked to mark their response on a range Likert-type scale from 1 to 5 points, where 5 was for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. There were 418 valid survey responses among completed survey forms.

3.5. Data Analysis Methods

The study used descriptive and causal-comparative methods of analysis. The descriptive statistics included the average, variance, maximum and minimum values of the variables used to describe the traits of the sample companies. The causal-comparative via regression analysis determined the relationship among two or more variables and estimated one variable depending on the other. The regression equation for the current study is presented below.

Model of the study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e \dots\dots\dots (i)$$

Where,

Y= Employee performance

β_0 = Intercept of the regression (i.e., Y-intercept) and

$\beta_1, \beta_2, \beta_3, \beta_4$ = The coefficient of regression.

X_1 = Remuneration

X_2 = Working Environment

X_3 = Training

X_4 = Supervisor Support

X_5 = Organization Culture

E = Error Term

3.6. Reliability and Multi-collinearity

The reliability test was conducted via Cronbach's alpha to assess the consistency of the respondents' responses. Similarly, while checking for multi-collinearity between employee performances, a test between independent variables was performed to identify tolerance values and variance inflation factors (VIF) with the help of SPSS software shown in Table 3.

Table 3. Reliability and Multi-collinearity Test of Variables

Variables	Cronbach's Alpha	Tolerance	VIF
Remuneration	0.712	0.426	2.347
Working environment	0.826	0.382	2.618
Training	0.744	0.462	2.164
Supervisor support	0.834	0.382	2.618
Organization culture	0.734	0.364	2.747
Employees' performance	0.748	0.324	3.086

Table 3 presents the reliability of the questionnaire in the study. Cronbach's Alpha values for

remuneration, training, supervisor support, working environment, organizational culture, and EP were 0.712, 0.826, 0.744, 0.834, 0.734, and 0.748, respectively. This indicated that individual Cronbach's alphas for each variable (dependent and independent) were more significant than 0.7, which signified that all variables are reliable. Furthermore, Table 3 shows that each variable's variance inflation factor (VIF) was less than 5, and the tolerance value for all variables exceeded 0.2. Multi-collinearity is determined to be present if the variance inflation is more than 5 to 10 (Kim, 2019). Therefore, based on research standards, this study has no question about multi-collinearity since the tolerances and VIF were considerably within acceptable limits.

3.7. Instrument Validation

A pretesting procedure was performed to establish the validity of the content (Zikmund et al., 2013). Researchers spoke with various employees and HR managers throughout this procedure to ensure the questionnaires' content issues were clear. The questionnaires were given out to a selected group of employees and HR managers after the suggested changes were made. In a similar way, this group of people was also asked about a number of things related to the questionnaires, like how clear the instructions were, etc. In the second step of this process of pretesting, a number of changes were made to make sure that the original content could be understood in the target language, which in this case was Nepali. The translated questionnaire was also checked using the reverse translation method. This means that the questionnaire was translated back into its original language to make sure that it was the same as the original form. In addition, the phrasing of the questions was slightly changed before the final form was created based on the comments and guidelines of the participants in the pretest process.

4. Results

4.1. Correlation Analysis

Table 4 shows how employee performance relates to independent variables like pay, training, supervisor support, working environment, and organizational culture.

Table 4. Correlation Analysis

Constructs	Remuneration	Working environment	Training	Supervisory support	Organizational culture	Employee performance
Remuneration	1	.382**	.356**	.326**	.326**	.322**
Working environment		1	.631**	.625**	.583**	.619**
Training			1	.681**	.685**	.636**
Supervisor support				1	.682**	.642**
Organizational culture					1	.721**
Employee performance						1

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

Table 4 presents the Pearson correlation coefficient between the dependent variable, EP, and the independent factors, compensation, training, supervisor assistance, working environment, and organizational culture. All the computed coefficients were positive and statistically significant at the 5 % significance level. The study revealed that EP and the independent variable organization culture had the highest correlation coefficient of 0.721. It means there was a strong positive correlation between EP and organizational culture. In addition, EP and supervisor support had the second-greatest correlation coefficient, with a result of 0.642. It suggested a considerable positive correlation between EP and supervisor support.

Table 4 also revealed that EP and the independent variable training had the third greatest correlation coefficient, with a result of 0.636. It implied a considerable positive correlation between training and EP. Similarly, it was shown that employee performance and the independent variable working environment had the fourth greatest correlation coefficient with a result of 0.619. It implied a considerable positive correlation between EP and the working environment. The EP and the independent variable salary were found to have the lowest correlation coefficient among the variables, with a result of 0.322. However,

although the correlation between EP and salary was the lowest among the examined factors, it was still sufficient to suggest that a strong positive association exists between these variables. Based on Pearson's correlation, it was conceivable to conclude that all independent variables were positively linked with EP and that an increase in any or all independent variables would result in an increase in EP.

4.2. Regression Analysis

This study was about the factors affecting EP in NCBs. The independent variables were remuneration, training, supervisor support, working condition, and organizational culture. Table 5 represents the regression analysis between the independent and dependent variables based on the data obtained from 418 respondents.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	0.762	0.580	0.626	43.675	.000

Predictors: (Constant), Organization culture, Remuneration, Working environment, Training, Supervisor support

The value of F is 43.675, which is significant at 5 %; it states that the model is fit. The value of R (0.762) and the R square (0.580), presented in Table 5, infer that 58 % of the difference in the dependent variable (i.e., employee performance) is explained by the independent variables (i.e., remuneration, training, supervisor's support, working environment, and organization culture).

Table 6. Regression Coefficients

Model	Unstandardized Beat	Standard Error	Standardized Beta	t- statistics	Sig.
1 (Constant)	13.701	1.16		11.811	0
Remuneration	0.069	0.032	-0.04	2.156	0.214
Working environment	0.196	0.062	0.112	3.161	0.014
Training	0.312	0.054	0.133	5.777	0.007
Supervisor support	0.225	0.059	0.146	3.813	0.005
Organizational Culture	0.582	0.063	0.386	9.238	0.000

Table 6 represents the regression analysis used to form an equation by referring to the beta values that were statistically significant in determining the impact of each independent variable on the dependent variable. The result showed that the independent variables, such as working environment, training, supervisors' support, and organizational culture, have a p-value of less than 0.05. However, these variables were statistically significant at a 5 % significance level. Therefore, the working environment, training, supervisors' support, and organizational culture had a solid and meaningful relationship with employees' performance. However, the remuneration variable has a p-value of more than 0.05 and was statistically insignificant. Therefore, based on the result of regression analysis, the equation was built as follows:

$$\begin{aligned} \text{Employee Performance (EP)} &= 13.701 + 0.069 \text{ Remuneration} \\ &\quad + 0.196 \text{ Working Environment} \\ &\quad + 0.312 \text{ Training} + 0.225 \text{ Supervisors' Support} \\ &\quad + 0.582 \text{ Organizational Culture} \end{aligned}$$

Consequently, based on the linear equation of this study, organizational culture had the most significant influence on the EP of the NCBs. Keeping all other independent variables constant, an

increase of one unit in organization culture would increase to 0.582 units in EP, followed by an increase of 0.3126 units in training, 0.225 units in supervisor support, 0.196 units in the working environment, and 0.069 units in the remuneration. The organizational culture has a greater impact on employees' performance as its standardized beta coefficient is highest, i.e., 0.386, and remuneration has no effect on employees' performance as its standardized beta coefficient is negative.

4.3. Hypotheses Testing

The analysis led to the following summary of the study's hypotheses:

Table 7. Hypotheses - Summary

Hypotheses:	Remarks
H1: There is a significant relationship between remuneration and employees' performance.	Rejected
H2: There is a significant relationship between the working environment and employees' performance.	Accepted
H3: There is a significant relationship between training and employee performance.	Accepted
H4: There is a significant relationship between supervisor support and employees' performance.	Accepted
H5: There is a significant relationship between organizational culture and employees' performance.	Accepted

5. Discussions

The results of the study indicated that employees and the organization collaborate reciprocally. The notion of reciprocity holds that the recipient of a positive deed or exchange will eventually return the favor (Maurer et al., 2002). Employees who feel ownership of the organization and are satisfied with their professional relationships are more likely to perform their duties. These mutually dependent or reciprocal connections can also foster high-quality workplace relationships. Employees who are content with their interactions in the workplace are more likely to perform well (Shaw et al., 2009). Reciprocal social exchange partnerships require all parties to appreciate the relationship and believe they can contribute. Understanding employees' performance factors and accordingly engaging them ensures employee motivation, which affects performance. Motivated employees work harder, longer, and smarter than unmotivated ones (Alshemmari, 2020).

According to the findings, the work environment plays a crucial role in work performance. Findings are in line with those of Diamantidis and Chatzoglou (2018), who claim that management involvement, workplace culture, and work environment all have a significant impact on workers' performance. Similarly, findings are consistent with Malik et al. (2011), which found that workplace environment significantly affected EP. It revealed that a commercial bank's enhancement of working conditions would increase its employees' performance. It explains how working in a friendly, cooperative, and affirming atmosphere leads to superior job performance. Results indicated that training increases an employee's competence to improve performance. Employees are organizational resources, so they must be properly trained and developed for an organization to meet its goals and expectations (Brewster, 2007). The study's findings were consistent with Swanson (1999), who noted that training increases an employee's competence and improves performance. To increase EP, the bank should ensure its workers receive training in their respective fields to keep up with rapidly evolving technologies.

Regarding supervisory support, as mentioned by Pulakos (2009), managers should be conscious of the extent of influence they have (by their behavior) on a firm's working environment to prevent uncomfortable circumstances. Supervisors should build positive working relationships with their employees, provide consistent feedback on their job performances,

communicate effectively about work-related challenges, serve as role models, and treat everyone fairly. In the context of organizational culture, this study's findings were consistent with Ghimire et al. (2021), who noted that commercial banks should place a priority on enhancing their competitive corporate cultures by putting an emphasis on more adaptable human values because shared values are the key to integrating, coordinating, and maintaining things under control to achieve the objective.

The compensation for all of an employee's effort or services is known as remuneration. In contrast, the findings of this study contradicted those of Babagana and Dungus (2015), who observed a significant correlation between remuneration and performance. According to this study, employee performance is unaffected by pay. Receiving more money does not motivate people to perform better. Therefore, compensation is not a significant incentive for bank employees to improve their performance. It is consistent with Hernawan et al. (2014), compensation has an impact on managerial performance but has no bearing on a regular employee's performance who is not in a managing position.

6. Conclusions

This study concluded that the working environment, training, supervisory support, and organizational culture significantly affect EP at the NCBs. The banks should examine the working environment to determine if it is conducive to work, as the operating environment affects EP. Bank's management should review the work environment to improve EP. Furthermore, training was a favorable predictor of the EP, and the NCBs need to increase the quality and quantity of their training program to enhance employees' performance. The banks should ensure their workers receive training in their respective fields to keep up with rapidly evolving technologies. It is necessary to increase the quality and quantity of their training program to enhance their employees' performance. This would allow the banks to maximize the use of human capital to achieve a competitive advantage, improve employees' adaptability to a new and challenging technology and business environment for enhanced performance, and augment their knowledge to expand creative and problem-solving skills.

The study found that supervisory assistance had a significant result on EP. The NCBs should create a space for employee involvement and autonomy in decision-making, treat all employees equally, encourage open communication about the bank's goals, inspire employees to achieve company objectives, recognize employees' skills and knowledge, and assist in motivating employees for improved job performance. To develop a highly devoted workforce, supervisors should establish cordial working relationships with employees, provide constant feedback on their work performance, effectively communicate work-related difficulties, act as role models, and serve everyone equitably. The study found that organizational culture had a significant influence on employee performance. To positively impact staff performance, the bank's management should avoid fostering a demoralizing atmosphere. It also helps to increase individual dedication as per the bank's objective. Every organization has its own unique culture, values, and beliefs. All bank employees should be required to adhere to the bank's organizational culture, as this would promote uniformity among bank members, which could further improve through orientation and various training programs.

The study has considered limited variables that influence employee performance. The survey included commercial banks only. Therefore, the result obtained cannot generalize the whole population as the methods for selecting the sample size. Furthermore, all the respondents were from Kathmandu Valley. As a result, the survey does not take into account the respondents' varying geographical contexts. The scope of this study was confined to five characteristics or practices that influence an employee's performance on the job; hence, future studies may concentrate on additional variables or a combination of those examined in this study. Future researchers may also compare various industries and look at the factors that influence employees' performance in other sectors.

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