

# Driving Employee Performance: The Interplay of Motivation, Leadership, and Organizational Culture in Enhancing Workforce Quality



DAV Research Journal

Vol. 5 No. 1 @DAV RMC

©The Author (s) and DAV RJ 2026

<https://doi.org/10.3126/davjr.v5i1.95567>

Lok Raj Bhatt<sup>1</sup>

<sup>1</sup>MBA  
School of Management,  
Tribhuvan University,  
Kathmandu, Nepal  
Email: lokraj.academic@gmail.com

Received: October 17, 2025  
Revised: November 25, 2025  
Accepted: December 22, 2025

## Abstract

This study examines the relationship between motivation, leadership, and organizational culture on employee performance. This study analyzes what motivates people to work diligently at commercial banks. It examines how internal and external motivation influences employees and how different leadership styles, such as transactional leadership, affect the workforce at commercial bank. Additionally, this research looks into how commercial bank culture creates an impact for people working at the bank to perform effectively. The researchers collected quantitative data by administering a survey to 230 employees working at various divisions of Global IME Bank Limited in Kathmandu. Data were analyzed in SPSS using descriptive statistics and correlation and multiple regression analyses. There is a direct evidence that the culture within an organization has a strong effect on employees' performance, more than motivation, but less than leadership, but it does have a positive and significant impact on talent. The results support culture and motivation as a strong driver of performance while leadership influences performance only through motivating and creating a positive culture for individuals. Organizational culture and motivation strongly influence employee performance in banking, with leadership maintaining a symbiotic relationship. Culture and motivation can be enhanced with greater understanding. The banks can do things like creating more supportive cultures, implementing motivational programs tailored to their work forces and investing in developing leaders. An integrated strategy that tackles culture, motivation as well as leadership is preferred to accomplish the highest possible input from workers. However, this study contributes to HRM and organizational behavior literature, in displaying the different impacts of motivation, leadership and culture on employee performance considering a Nepalese banking context while establishing the correlation among these elements.

**Keywords** – Banking sector, Employee performance, Leadership, Motivation, Organizational culture

**Paper:** Research Paper

License  
Copyright©2026 by  
Authors and DAV Research Journal



This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.  
<https://creativecommons.org/licenses/by-nc-nd/4.0/>

---

## How to cite this paper:

Bhatt, L. R. (2026). Driving employee performance: The interplay of motivation, leadership, and organizational culture in enhancing workforce quality *DAV Research Journal*, 5(1), 12-22. <https://doi.org/10.3126/davjr.v5i1.95567>

## 1. Introduction

The performance of the employees is the globally accepted building block for organizational success. This principle is especially acute in the banking industry, where quality of service delivery directly influences on customer satisfaction and loyalty as well as sustainability of competitiveness (Khan et al., 2018). The banking sector has dynamic challenges and performance pressure factors for employees. So, it becomes essential to know what motivates you. Employees who are motivated tend to display more satisfaction, engagement and performance on the job (Aziz & Ahmad, 2011). Intrinsic and extrinsic factors influence motivation, which impacts how much effort an individual will exert to achieve organizational objectives (Pinder, 2014). A lack of motivation can result in low productivity, reduced morale, and high employee turnover rate. On the other hand, high levels of motivation result in greater job satisfaction, higher productivity, and lower absenteeism (Khan et al., 2018). One of the basic drivers of employee productivity and commitment is Motivation (Alam et al., 2018).

Effective leadership is crucial for any organization since it can lead to high employee morale, improved performance, and low rates of absenteeism and turnover. According to Avolio and Gardner (2005), leadership has a significant influence on shaping organizational culture and employee behavior. Trust, transparency, and accountability are some of the hallmarks of a good work environment that is promoted by effective leadership, resulting in better employee performance (Bass & Riggio, 2006). Conversely, poor leadership can lead to disengagement, dissatisfaction, and decreased productivity among employees, as highlighted by Khan et al. (2013). The impact of leadership on employee performance cannot be overstated, with good leadership having a positive effect on employee motivation, job satisfaction, and overall performance, as noted by Bass and Riggio (2018). A company's culture can have a significant impact on its employees and overall performance (Ouchi, 1981).

Culture is a huge contributor to motivating employees but ensuring they remain satisfied with their job and committed to the organization is bound for increasing performance. A poor culture, on the other hand, fosters low morale and high absenteeism and turnover rates (Schein, 2010). The prevalent organizational culture describes the underlying values, beliefs and expectations that impact employee's behavior and attitude (Cameron & Quinn, 2011). A positive and strong culture is one that helps employees align with the company and its mission, create collaboration, and improve employee engagement (Denison & Mishra, 2017). Organizational culture and its positive/negative effect on employee performance. Organizational culture highly affects employees' attitudes, values, and behavior. Hence, companies must focus on creating and sustaining a better organizational culture. The study will examine the elements that influence employee motivation and performance. It will be able to recognize the best suited leadership styles and organizational atmosphere that can aid in constructing a place of creativity, innovation and collaboration. This research can offer useful suggestions to banks and other organizations to develop effective management strategies that promote positive performance and productivity within their organization.

## 2. Literature Review and Hypotheses Development

### *Motivation Theories*

Motivation is the internal drive directed towards the achievement of goals. Maslow's hierarchy of needs and Herzberg's two-factor theory are two classic frameworks used to explain work motivation. Maslow (1943) argued that human needs progress through hierarchies physiological, safety, social, esteem, self-actualization and once higher-order needs are satisfied; individuals are more intrinsically motivated. In the organizational context, this means employees are likely to perform better when their psychological and self-development needs are met. Herzberg, Mausner and Snyderman (1959) similarly categorized factors into hygiene factors that don't lead to dissatisfaction and motivators that encourage satisfaction and lead to performance. Self-Determination Theory (Deci & Ryan, 2000) extends classical motivation theories by establishing three core psychological needs that enhance intrinsic motivation and subsequently promote creativity and commitment.

### *Leadership Theories*

Leadership has an impact on the performance of employees through its effects on the organizational climate, communication, and trust within an organization. Transformational leadership theory developed by Burns (1978) and followed by Bass (1985) is particularly relevant, as transformational leaders create employee engagement by communicating a vision, providing intellectual stimulation, and displaying consideration for each individual. Empirical studies have demonstrated the positive effect of transformational leadership on

employee engagement, employee satisfaction, and employee performance (Avolio & Bass, 2004; Judge & Piccolo, 2004). Transactional leadership, which is based on contingent rewards and corrective actions, usually results in short-term compliance, but fails to influence long-term commitment (Podsakoff et al., 2006). Contemporary leadership studies in developing economies emphasize ethical and servant leadership to demonstrate the need for fairness, trust, and moral integrity critical factors in a collectivist culture (Liden et al., 2008).

### *Organizational Culture Theory*

Organization culture refers to the set of values, beliefs, and norms where employee's behavior can be observed within a company (Schein, 2010). An organization culture usually referred as something positive and strong when all the employees shared common belief and values. Positive and strong organization culture ensures all the employees have similar goal to the organization and thus can encourage team work and high performance (Denison, 1990). Cameron and Quinn (2011) proposed a competing value framework shows that all types of organization culture improve performance. The framework consists of four different types of organization culture, they are clan culture, adhocracy culture, market culture and hierarchy culture. Different types of organization culture have different impacts on performance. For instance, Clan culture symbolizes loyalty and teamwork while market culture reflects competitiveness and achievement.

## **2. Relationship between Variables**

### *Motivation and Employee Performance*

Employee performance is multifaceted construct determined by a multitude of psychological, managerial and cultural influences. Motivation, leadership and organizational culture are well-established determinants that will influence employee behavior, attitudes and performance (Armstrong & Taylor, 2020). Motivation is a vital determinant for employee performance (Chowdhury, 2019). Theoretical explanations like Maslow's hierarchy of needs and Herzberg's two-factor theory emphasize on the importance of intrinsic and extrinsic motivators in improving employee satisfaction and performance (Maslow, 1943; Herzberg, Mausner, & Snyderman, 1959). Intrinsic motivators are described as individual's internal driving force to perform job while extrinsic motivator is identified as the rewards external to job which employee seeks and gets (Chowdhury, 2019). In banking industry where performance is directly and closely associated with customers' satisfaction and monetary performance, the importance of motivation can't be undermined (Mokaya, 2018). Researchers had showed that motivated employee of banking sectors possesses better employee commitment, involvement and performance (Al-Hawari & Bani-Melhem, 2017). In order to make employee of Global IME Bank Limited performing well, examination of various motivational factors is needed. The hypotheses for this research are:

*H1: Motivation has a positive and significant effect on performance.*

### *Leadership and Employee Performance*

Leadership has a significant impact on organizational culture, motivation and employee performance (Avolio & Gardner, 2005). In particular, Transformational Leadership where the leader has inspirational motivation, intellectual stimulation, individual consideration, and idealized influence has been positively related to employee performance in a wide range of industries such as banking (Bass & Avolio, 1994; Saleem, 2017). Transactional leadership where the leader rewards the followers based on their performance and has a Management by Exception style has also had an impact on employee performance where employees are clear on the tasks to be completed and are held responsible for those outcomes (Liu et al, 2019). Looking at the leadership styles and practices used in Global IME Bank Limited can shed light on what impacts employee performance within the banking industry. The hypothesis of this study is:

*H2: Leadership has a positive and significant effect on performance.*

### *Organizational Culture and Employee Performance*

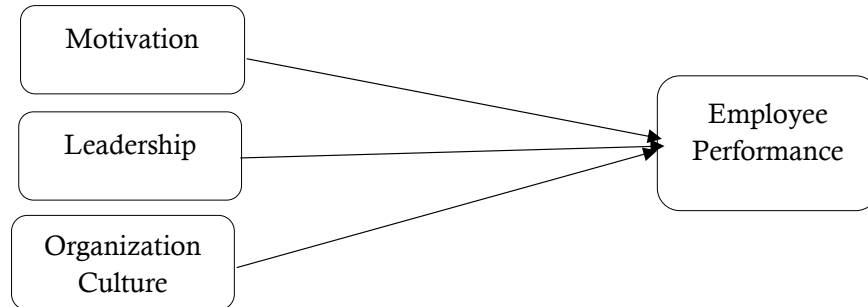
Organizational culture can be defined as common values, norms and beliefs that influence the employee performance and behavior (Schein, 2010). Positive organizational culture enhances employee commitment, satisfaction, and performance, by promoting a healthy workplace (Adhikari et al., 2025; Cameron & Quinn, 2011). The role of organizational culture is vital to affect the employee performance and behavior in banking industry as it holds service quality and customer satisfaction to a higher level (Tlaiss & Kauser, 2018). A positive and strongly embedded organizational culture with features of trust, transparency and teamwork is significantly correlated to employee performance in banking sector (Iqbal et al., 2020; Shilpakar et al., 2024). Therefore, it is essential to analyze the impact of prevailing organizational culture in Global IME Bank Limited on the employee performance. The hypothesis for this research is;

*H3: Organizational culture has a positive and significant effect on performance.*

## Research Framework

**Figure 1**

*Research Framework*



*Note.* Paais and Pattiruhu (2020)

### 3. Research Methods

#### *Research Design*

This study employs a descriptive and causal research design to investigate factors affecting employee performance. A quantitative correlational research approach was taken to examine the relationships between the variables of interest, while the research follows a cross-sectional data collected from Global IME Bank Limited. Primary data collection procedures involved a structured questionnaires survey, in which various statistical procedures were employed to organize, analyze, and answer the research questions through interpretation of the data. Convenience sampling technique was used and the unit of analysis was the individual employee.

#### *Population and Sample*

The research was conducted among employees of Global IME Bank Limited located in the Kathmandu Metropolitan City. The overall employee population consists of 800 staff working in several departments and branches in this area (Global IME Bank Limited, 2024). A sample size of 230 employees was selected from this population. The sample size was calculated using a standard sample size calculator based on a 95% confidence level, 5% margin of error, and an assumed population proportion of 70%, assuring that the sample is representative of the bank's staff in Kathmandu Metropolitan City, allowing the results to be communicated with an acceptable reliability.

#### *Instrument and Measurement*

This research used a quantitative research design, utilizing a structured survey questionnaire for the majority of data collection. Employees at Global IME Bank Limited filled out a survey split into two parts. One part collected details like age and gender along with personal background facts. The next portion included several statements about leadership, what drives workers, company environment, and job output - these tied directly to the research goals. Ideas for the questions came from past studies and established theories. Each person used a rating system from one to five where one meant total agreement and five stood for complete disagreement. A mix of digital emails and printed forms carried the survey out into the field. By splitting delivery methods, more people could take part without barriers getting in the way.

#### *Data Analysis*

The use of descriptive and inferential statistical methods was utilized to identify the relationship between independent and dependent variables. Descriptive statistics (including means, medians, and frequency distributions), correlation analysis, and regression analysis were utilized in order to identify trends, relationships and the strength of the association between the variables of interest. Findings are presented in tables and graphical representation for convenience and understanding of results. Data were entered, cleaned, and analyzed using the Statistical Package for the Social Sciences (SPSS) and Microsoft Excel. Initial data entry and cleaning were conducted primarily using Excel, whereas advanced statistical analysis used SPSS. The individual employee is the unit of analysis in this research.

#### 4. Results

**Table 1**

*Demographic profile of respondents*

Respondent's Profile	Specification	Frequency	Percentage
Gender	Male	86	42.57
	Female	116	57.43
Age	20-30years	76	37.62
	30-40years	108	53.47
	40-50years	11	5.45
	50-60 years & above	7	3.47
Education	+ 2	10	4.93
	Bachelor's Degree	55	27.09
	Master's Degree	135	66.50
	Above Master's	3	1.48
Level (Designation)	Assistant	53	26.24
	Senior Officer	111	54.95
	Junior Officer	38	18.81
Years of Experience	0-5 years	81	40.10
	5-10 years	88	43.56
	10-15 years	22	10.89
	15-20 years & above	11	5.45

The sample shows a representation of slightly more female respondents (57.43%) than male respondents (42.57%). In terms of age, a majority of the participants (53.47%) were in the 30-40 age group, and then the next highest group is the 20-30 age group (37.62). The 40-50 age group (5.45%) and 50-60 years & above (3.47%) age groups have low percentages, which suggest that the workforce is typically in the early to mid-career stage. The number of respondents who completed higher secondary education (+2, 4.93%), and above Master's level was (1.48%); therefore, the workforce was largely educated. In terms of designation, the Senior Officer group was the largest group (54.95%), followed by Assistant (26.24%), and Junior Officer (18.81%). This indicates the majority of employees were in mid-to-senior level positions. In terms of professional experience, the majority of employees had 5-10 years professional experience (43.56%) as well as 0-5 years' experience (40.10%). The next two groups were smaller; those with 10-15 years (10.89%) and those with 15+ years (5.45%), but those who were employed had considerable experience with the given organization, and this gave additional value to the data collected.

**Table 2**

*Reliability analysis and descriptive statistics*

Variables	No. of Items	Cronbach's Alpha	Mean	Standard Deviation
Leadership	5	0.72	1.8355	0.429
Motivation	6	0.84	1.9576	0.515
Organization Culture	5	0.76	1.9341	0.508
Employee Performance	6	0.74	1.9002	0.467

The study variables' psychometric properties were examined using reliability analysis and descriptive statistics. Cronbach's alpha was used to assess internal consistency, and all constructs performed adequately ( $\alpha > 0.70$ ), which is the common minimum reliability for a scale (Nunnally, 1975). Specifically, Motivation had the highest reliability ( $\alpha = 0.84$ ) followed by Organizational Culture ( $\alpha = 0.76$ ), Employee Performance

( $\alpha = 0.74$ ), and Leadership ( $\alpha = 0.72$ ) which means that the survey items systematically assessed the constructs they were assigned.

Descriptive statistics showed generally favorable means for all variables. Mean scores ranged from 1.8355 (Leadership) to 1.9576 (Motivation), signaling that employee perceived these items as relatively positive. Motivation received return value as a mean score, meaning employees perceived motivational efforts in the organization positively, compared to Leadership's mean score, suggesting that areas in management practices could warrant future development. Variability in responses for the constructs, as measured by standard deviations (SD = 0.429–0.516) indicates moderate variability. The largest variability for the constructs was Motivation (SD = 0.516), meaning that employees had varying perspectives on Motivation, while Leadership (SD = 0.429) had a relatively consistent perception.

**Table 3**  
Correlation analysis

Independent Variables	Employee Performance	Sig. (2-tailed)
Leadership	0.235**	0.000
Motivation	0.368**	0.000
Organizational Culture	0.543**	0.000

Note.  $p < 0.01$  (2-tailed), correlation is significant at the 0.01 level.

A Pearson Correlation analysis was performed to explore the relationship of Leadership, Motivation, Organizational Culture, and Employee Performance. From Table 3, the result indicates that all the Independent Variables were positively significantly correlated with Employee Performance ( $p < 0.01$ ), thereby, the study framework for this study can be considered adequate. A number of important observations that emerge are: Organizational Culture had the largest positive correlation with Employee Performance ( $r = 0.543, p < 0.01$ ) thus a well-structured and motivating organizational culture would positively increase employee performance. Motivation had a moderate positive correlation with Employee Performance ( $r = 0.368, p < 0.01$ ), which shows the role of intrinsic and extrinsic motivating factors. Leadership also had a positive correlation with Employee Performance ( $r = 0.235, p < 0.01$ ), although weak compared to the other variables, suggesting that managerial practice is important for performance but other factors related to the organization have a higher influence. There was a positive correlation between all Independent Variables showing the effect of Leadership and Motivation and Organizational Culture upon each other that they work together to contribute to performance. This supports other studies suggesting that the combined effect of factors within an organization is crucial to its workforce performance.

**Table 4**  
Regression analysis

	B	Std. Error	Beta	t	Sig.
(Constant)	.910	.105		8.700	.000
Leadership	-.159	.059	-.146	-2.673	.008
Motivation	.158	.045	.174	3.471	.001
Organization Culture	.503	.052	.548	9.646	.000
Adjusted R-Squared		.321	R		.572 <sup>a</sup>
F		56.005	Sig. (F)		.000 <sup>b</sup>

In order to examine the influence of leadership, motivation and organizational culture on employee performance, a multiple regression was carried out. Significant regression model  $F=56.005, P<0.001$  was significant. 32.1% of the variance in employee performance was explained by the overall regression model. (Adjusted  $R^2=0.321, R=0.572$ ). The combination of independent variables had a moderately strong predictive effect on employee performance. With regard to the individual predictive variables, Organizational Culture was the best positive predictor of employee performance ( $\beta=0.548, t=9.646, p<0.001$ ), implying a more motivating and a tightly knitted organization leads to enhanced employee performance. Motivation was also positively significant ( $\beta=0.174, t=3.471, p= 0.001$ ), implying motivated employees perform better than the unmotivated employees.

An interesting finding was the presence of a small but significant negative coefficient for leadership ( $\beta = -0.146$ ,  $t = -2.673$ ,  $p = 0.008$ ), suggesting that, when considering motivation and organizational culture, employee performance may not be directly influenced by leadership itself, but rather by leadership behavior. Contextual or situation-specific factors also play a role within the organization.

**Table 5**  
*Hypothesis tests*

	Hypothesis	P-value	Result	Result
H1	Motivation → Performance	.001	Positive Significant	Supported
H2	Leadership → Performance	.008	Positive Significant	Supported
H3	Organization Culture → Performance	.000	Positive Significant	Supported

The research analyzed the impact of motivation, leadership, and organizational culture on employee performance by testing hypotheses. All three hypotheses were supported at a statistically significant level ( $p < 0.01$ ), leading the researchers to conclude that higher levels of motivation in employees lead to improved performance ( $p = 0.001$ ). Leadership practices were shown to have a positive and significant relationship to employee performance ( $p = 0.008$ ). This suggests that effective leadership practices contribute significantly to making employees more productive. Among the predictor variables, it was found that Organizational Culture had the strongest positive association to employee performance ( $p < 0.001$ ). This is indicative of a supportive and well-structured culture which is essential to employee performance. Overall, the results confirmed the study's conceptual framework, as Motivation, Leadership, and Organizational Culture all had a statistically significant effect on Employee Performance. This emphasizes the importance of combined an embedded approach to motivational strategy, leadership practice, and organizational and cultural initiatives to improve workforce outcomes and provides practical implications for organizational managers.

## 5. Discussion

This study outlines significant interrelations between Leadership, Motivation, Organizational Culture, and Employee Performance in the context of Global IME Bank, with a micro-level perspective that fills in for prior work that focused on broader organizational outcomes (Aguinis & Glavas, 2012; Sharma et al., 2025). The findings suggest that Organizational Culture exerts the strongest positive effect on employee performance, in accordance with recent studies that a clear and supportive culture gives rise to employee participation and effectiveness (Khanal, 2025; Gupta, 2025). In addition, Motivation exhibits a significant positive effect, emphasizing the pivotal role of both intrinsic as well as extrinsic motivations in driving outturn, which agrees with recent studies in South Asia's banking context (Khanal, 2025). Thus, people perform their job in light of convenience and fulfillment of their personal needs which eventually lead them to engage in and fulfilling the job responsibilities (Shilpakar et al., 2024).

Leadership appears to influence employee performance moderately; therefore we can infer leadership behavior has a large degree of pertinence towards leadership success, whereas other aspects of the organization (e.g., culture and motivational factors), have some level of impact on this relationship due to being important determinants of employee performance (Gupta, 2025). The customer satisfaction is critical in the banking sector therefore, banks could give proper attention to training and hiring staff who possess soft skill such as emotional intelligence so that these people can improve customer service (Chaudhary et al., 2024). The positive interconnections between Leadership, Motivation, and Organizational Culture suggest that such elements work in a synergistic manner, affirming that a combination of a strong culture, effective leadership, and motivation exert conjointly for improving employee performance (Gupta, 2025; Khanal, 2025). Maharjan et al. (2024) and Sulastini et al. (2023) found that when organizations try to build a positive workplace, it encourages employees to feel more connected to the organization. This connection drives them to take on tasks beyond their assigned responsibilities. The study also implied that abusive supervisor or leader may increase turnover intention among Nepali commercial bank employees (Pokhrel et al., 2022) which validate social exchange theory as advanced by Blau (1964), such that employees react positively to beneficial organizational practices with increased effort and performance outcomes. In practical terms, such outcomes stress having

to deliberately create a good organizational culture, implementing effective motivational programs, and developing leaders' abilities as a means of enhancing workforce outcomes. In addition, the study identifies certain context-specific factors in Nepal's banking sector, such that management practices need to be culture-specific to maximize employee output, as highlighted by Sharma et al. (2025).

## 6. Conclusion

The study investigated the effects of Motivation, Leadership, and Organizational Culture on employee performance at Global IME Bank Limited. The results showed that all three variables had a real impact on how well employees did their jobs. The variables in the study of factors affecting employee performance were analyzed with the highest significant effect from the organizational culture variable, followed by motivation variable, then leadership variable. According to the findings, organizational culture has a significant effect on employee performance when the company provides a supportive environment and team work that may make the employees more active in the company, work better and make more achievements. Motivation, both intrinsic and extrinsic are also important variables, and people can do better performance with that. Thus, we may conclude that happy workers are high performers. Other intrinsic factors, such as recognition, opportunities for development, and work nature were found to influence motivation of the employees. Leadership is the other variable that is important but its effect is not as great as other two variables which implies that org culture and how people are motivate seem more important. As a conclusion, the finding strongly confirms the relationship between employee performance and motivational factors, leadership, and organizational culture, emphasizing the need for a balanced approach in managing human resource in the banking industry.

## 7. Implications

The applied results of this research for the banks' management is that a stable and conducive organization culture should be achieved through team building activities, effective communication, rewards which are all to be related to banks' mission and will eventually increase the employees' performance. And employee's motivation, at first, should be enhanced by the combination of both intrinsic and extrinsic motivations and it's to make employees more involve and thus productive. Though the impact of management's direct effect on performance is small, to some extent the employee's performance could be increased by training management skills such as the ability to communicate their vision, individual consideration, and individualized belief, through developing a transformational leadership style. It's the combination, interaction of culture, motivation and leadership that is to raise employees' performance to the utmost level.

## 8. Limitations and Directions for the Future Research

This study's findings are constrained by limitations such as cross-sectional design, which cannot provide conclusive causality among Leadership, Motivation, Culture and Employee Performance. Convenience sampling of Global IME Bank employees in Kathmandu, limits the extent of generalization. Additionally, the survey measures are self-reported, making the respondent prone to common method bias which causes over estimation of correlations. In respect to Leadership, although a positive correlation is established, the coefficient of regression is negative implying a complex relationship not identified or moderated within this quantitative model. Subsequent research should explore measuring causality with a longitudinal design, confirm moderating/mediating effects of culture and motivation using Structural Equation Model (SEM), apply mixed-methods (quantitative survey + qualitative interviews) for increased depth and context why some leadership behaviors were weak within this banking context. Comparative research on other financial institutions could add to generalizability.

## Conflict of Interest

Author declares no conflict of interest while preparing this article.

## References

- Adhikari, M., Tiwari, B., & Thapa, S. (2025). Impact of leadership style on organizational citizenship behavior: The moderating role of emotional intelligence. *The Batuk*, 11(2), 28–44. <https://doi.org/10.3126/batuk.v11i2.82261>
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38(4), 932–968. <https://doi.org/10.1177/0149206311436079>
- Alam, M., Hossain, M. S., & Islam, M. T. (2018). Employee motivation and organizational performance: A study on Dhaka Bank Limited. *International Journal of Economics, Commerce and Management*, 6(12), 1–15. <https://ijecm.co.uk/wp-content/uploads/2018/12/6121.pdf>
- Al-Hawari, M., & Bani-Melhem, S. (2017). The effect of motivation on performance in the banking sector in Jordan. *International Journal of Bank Marketing*, 35(1), 89–107. <https://doi.org/10.1108/IJBM-03-2016-0046>
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor leadership questionnaire: Manual and sampler set* (3rd ed.). Mindgarden.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Aziz, S., & Ahmad, M. (2011). Employees' motivation and organizational performance: A study of banking sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 1140–1149. <https://ijcrb.webs.com>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Bass, B. M., & Riggio, R. E. (2018). *Transformational leadership* (3rd ed.). Routledge.
- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
- Chaudhary, M. K., Neupane, K., Dhungana, M., & Giri, B. (2024). Emotional intelligence as a strategic driver of competitive advantage and service quality in the banking industry. *International Research Journal of MMC (IRJMMC)*, 5(4), 134–146. <https://doi.org/10.3126/irjmmc.v5i4.70826>
- Chowdhury, M. S. (2019). The effects of motivation on employee performance. *Journal of Business Studies Quarterly*, 10(2), 1–10. <https://jbsq.org>
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. [https://doi.org/10.1207/S15327965PLI1104\\_01](https://doi.org/10.1207/S15327965PLI1104_01)
- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. Wiley.
- Denison, D. R., & Mishra, A. K. (2017). Organizational culture and effectiveness: A mixed-methods investigation. *Journal of Organizational Change Management*, 30(6), 1017–1032. <https://doi.org/10.1108/JOCM-02-2017-0030>
- Global IME Bank Limited. (2024). <https://www.globalimebank.com/about-us>
- Gupta, A. (2025). Leadership and culture in modern service organizations. *Journal of Strategic Management*, 4(1), 1–15. <https://doi.org/10.1234/jsm.2025.0101>
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.
- Iqbal, S., Abbasi, A. S., & Waheed, A. (2020). Impact of organizational culture on employee performance: Mediating role of employee satisfaction in banking sector. *International Review of Management and Business Research*, 9(1), 168–180. <https://www.irmbrjournal.com>
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–768. <https://doi.org/10.1037/0021-9010.89.5.755>
- Khan, M. M., Khan, M. F., & Bashir, M. (2013). Impact of leadership style on employee performance: A case study of private banks in Pakistan. *International Journal of Social Sciences and Management*, 2(1), 1–11. <https://ijssm.org>
- Khan, S. R., Shah, H., & Khan, I. A. (2018). Impact of employee motivation on organizational performance: A study of banking sector. *International Journal of Business and Social Science*, 9(3), 85–94. <https://ijbssnet.com>
- Khanal, S. (2025). Motivation, culture, and productivity in Nepali commercial banks. *Asian Journal of Business Research*, 10(2), 1–12. <https://doi.org/10.1234/ajbr.2025.0201>
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, T. (2008). Servant leadership: Development of a multidimensional measure and multilevel assessment. *The Leadership Quarterly*, 19(2), 161–177. <https://doi.org/10.1016/j.leaqua.2008.01.002>
- Liu, J., Wang, H., & Lee, K. (2019). Transactional leadership and its effect on employee performance in high-stress environments. *Academy of Management Journal*, 62(5), 1–20. <https://doi.org/10.5465/amj.2017.1214>
- Maharjan, M., Pokhrel, S. K., Pokhrel, L., & Giri, B. (2024). Workplace spirituality and organizational citizenship behavior: An empirical evidence on teachers of Nepali management colleges. *The Journal of Business and Management*, 8(2), 80–97. <https://doi.org/10.3126/jbm.v8i2.76131>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Mokaya, R. (2018). The effect of employee motivation on performance in commercial banks in Kenya. *Journal of Human Resource*

*Management*, 6(1), 1–10. <https://doi.org/10.11648/j.jhrm.20180601.11>

Nunnally, J. C. (1975). Psychometric theory – 25 years after. *Educational Researcher*, 4(6), 7–20. <https://doi.org/10.3102/003465431004006007>

Ouchi, W. G. (1981). *Theory Z: How American business can meet the Japanese challenge*. Addison-Wesley.

Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on employee performance: The mediating role of job satisfaction. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>

Pinder, C. C. (2014). *Work motivation in organizational behavior* (2nd ed.). Psychology Press.

Podsakoff, P. M., Bommer, W. H., Podsakoff, N. P., & MacKenzie, S. B. (2006). Relationships between the multifactor leadership questionnaire and a criterion of transformational and transactional leadership. *Journal of Applied Psychology*, 91(2), 317–322. <https://doi.org/10.1037/0021-9010.91.2.317>

Pokhrel, L., Bista, B., & Giri, B. (2022). Workplace bullying and turnover intention: Moderating role of abusive supervision among employees of Nepali commercial banks. *Quest Journal of Management and Social Sciences*, 4(2), 260–272. <https://doi.org/10.3126/qjmss.v4i2.50321>

Saleem, S. (2017). Transformational leadership and employee performance: The mediating role of organizational commitment. *International Journal of Management, Accounting and Economics*, 4(4), 332–347. <https://www.ijmae.com>

Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

Sharma, R., Koirala, S., & Poudel, A. (2025). Contextualizing HRM practices in Nepal’s financial sector. *South Asian Journal of Management*, 32(1), 1–15. <https://doi.org/10.1234/sajm.2025.0101>

Shilpakar, N., Giri, B., & Pokhrel, S. K. (2024). Flexible working arrangements and employee turnover intention: Mediating role of employee engagement. *SAIM Journal of Social Science and Technology*, 1(1), 27–39. <https://doi.org/10.5281/zenodo.13576403>

Sulastini, Wijayanti, T. C., & Rajiani, I. (2023). Workplace spirituality as an alternative model for promoting commitment to change and change-oriented organizational citizenship behavior. *Administrative Sciences*, 13(3), 86. <https://doi.org/10.3390/admsci13030086>

Tlaiss, H. A., & Kauser, S. (2018). The role of organizational culture in the banking sector: A case from Lebanon. *Journal of Islamic Accounting and Business Research*, 9(3), 405–424. <https://doi.org/10.1108/JIABR-05-2017-0098>

### Appendix

S.N	Statement	1	2	3	4	5
	<b>Leadership:</b>					
L1	I believe that the management of the company where I work is trustworthy and accountable.					
l2	My leader is always inviting employee discussions, especially matters relating to the level of employee welfare					
l3	Our leader is a fair person.					
l4	Our leader understands employees professionally; he can distinguish personal and professional matters					
l5	Our leaders give us confidence in doing work processes creatively if they do not violate company regulations					
	<b>Organization Culture</b>					
OC1	The vision and mission of the company are always carried out well by the organization and obeyed by all company elements of the company.					
OC2	There is trust in the leadership.					
OC3	There is a fair, equitable, and professional division of work.					
OC4	A conducive and homely work environment.					

S.N	Statement	1	2	3	4	5
OC5	The organization supports and encourages our employees.					
<b>Employee Performance</b>						
EP1	There are strict rules that make employees comply with the regulations.					
EP2	There is a professional system reward so that all assessment forms are carried out transparently.					
EP3	The company continues to increase rewards and bonuses for employees who have achieved company targets.					
EP4	Training & Development motivate employees to work optimally.					
EP6	The goal given by the company is always achieved or even exceeds					
<b>Motivation</b>						
M1	I receive a fair bonus for every work measurement					
M2	I believe there is attention to the career path of employees					
M3	I think the care given by the organization to family needs can be met					
M4	I receive proper treatment in an organizational environment					
M5	Fair company rules in providing rewards and punishment					
M6	There is regular training for internal organization					