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Quality of Work Culture and Employees' Satisfaction

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Abstract

This research article examines the complicated relationship between work culture and employee satisfaction within the context of the Nepalese banking sector; with a specific focus on Sudurpaschim province, Kanchanpur Mahendranagar. The findings disclose main aspects of work culture, employee satisfaction, and factors influencing both. The study contributes valuable insights to the ongoing discourse on the banking industry's challenges and prospects in Nepal. The research has found the factors contributing to the quality of work culture (QWC) in Nepalese banks and proposes strategies for improving work culture to encourage employee satisfaction, commitment, and loyalty. The study appraises work culture variables, their effect on employee satisfaction, and the correlation between them. Research inquiries look into work culture variables, their effects on employee satisfaction, and potential correlations. Hypotheses evaluate the significance of the association between work culture and employee satisfaction, including the impact of demographic variables. The significance of is in its contribution to considerate the dynamics of work culture and employee satisfaction in the evolving Nepalese banking industry. The conclusions, based on a comprehensive survey of 29 bank branches in Mahendranagar, offer insights into management practices, employee perception, and areas for improvement. The study concludes with practical recommendations and implications for policymakers, organizational leaders, and future research directions.

Keywords: *quality of work culture, work culture, employees' satisfaction, Nepalese Banking sector*

Introduction

Work culture has emerged as a focal point in the study of organizational behavior. The prevalent type of workplace culture within an industry significantly influences employee conduct. Productivity, employee satisfaction, absenteeism, motivation, turnover rates, and overall company performance are intensely affected by the

workplace culture. The influence of work culture on output, revenue, and overall organizational effectiveness has garnered increased attention from top management. Work culture is also the entire effect that leadership strategy, employee conduct, workplace amenities, and organizational norms have on a worker or internal stakeholder. It has measured as having a positive or negative workplace culture.

The idea that work culture relates to the meanings attached to work-related activities within the context of society norms and values was further supported by Sinha (1990). These attitudes, rules, and principles are often contextualized inside an organization. The human resources, goals, and job-related demands and beliefs of employees complement the constraints on an organizational resources, goals, and human capital. The organizational culture only manifests itself at work, where it frequently promotes customer experience, teamwork, and continuous process improvement. It is also explained in terms of the philosophies and ideals of the organization. It reinforces the values of honesty in words and actions among the staff.

Schein (1999) divided the organizational culture into three levels. The first level, which is the most visible level, consists of taught values, beliefs, principles, and assumptions that are essential to the organizational performance. The distinction between operating values and stated values are seen in the second level, or espoused, values of a company. These values dictate how the personnel should behave. The third level includes specific results and actions that demonstrate preferences for organizational ideals

As per Hidayat (2017) a work culture is founded on the assumption that the attitudes, ideas, beliefs, and actions. They understandable as a profession in the workplace are derivable from the norms, customs, and movement within a group (Machwati & Wibowo, 2015). Workplace culture is a method of thinking that encourages self-assurance based on employee ideas that would allow them to function at their best during their employment. Arianto (2013) stated that the level of job satisfaction among employees is an indicator of a company healthy workplace culture and has used to determine an organization's performance (Wibowo & Machwati, 2015). Workplace culture represents the fundamental framework of shared ideologies, attitudes, and beliefs that guide how organizations perceive and respond to opportunities and

challenges. Mardiana and Kurniawan (2019) stated that development of a strong work culture is a crucial internal objective since the philosophy of success is centered on the formulation of principles that provide the workplace with a broad orientation. An organization conduct norm for every employee from the top to the bottom. Workplace culture is influenced by a corporation culture. It is a collection of ideas and ideals that the organization supports for both the internal and external social systems.

Employee satisfaction is reflected in the achievement and sense of accomplishment at work. Employee happiness is often perceived to have a direct correlation with both individual satisfaction and productivity in the workplace. It refers to the view of finding fulfillment in one's job, enjoying the work performed, executing it proficiently, and receiving appropriate recognition or rewards for these efforts. It also conveys happiness and excitement for one's job. Employee satisfaction is the key determinant of recognition, earnings, promotions, and the achievement of other goals that produce a sense of fulfillment.

The most valuable asset is a committed, contented, and happy employee of an organization. An industrial staff is important in both production and profitability. Effective HRM and keeping higher levels of job satisfaction in industries impact the economy generally as well as the growth and success of the company. Employee satisfaction affects both the organization's health and its labour relations. It affects a variety of workplace behaviours, such as absenteeism, accidents, and employee turnover. Numerous studies have focused on these aspects of job behaviour.

Kaliski (2011) employee success and sense of accomplishment at work are indicators of employee satisfaction. There is a commonly held belief that employee happiness is directly linked to both personal well-being and productivity. It encompasses having a job that one finds enjoyable, executing it effectively, and receiving compensation for it. Moreover, it implies experiencing joy and enthusiasm for one's work. Employee satisfaction serves as a crucial element that generates acknowledgment, financial gains, career advancements, and other outcomes that contribute to a sense of fulfillment. Silvestro (2002) studied that measuring employee happiness at work and finding out

what makes them happy are essential to an organization's success and boost profitability for competitive advantage.

The study has determined the degree of employee satisfaction, as well as to examine how work culture affects that level of satisfaction and the relationship between work culture and employee satisfaction. The particular objective of this research includes, to analyze the effectiveness of the work culture on employee satisfaction in the private banks of Mahendranagar. To explore the relationship between work culture and employee satisfaction in the private banks of Mahendranagar.

Literature Review

Several researchers have conducted some research on this subject. Here are a few of the reviewed theses that can help us better comprehend their aims, the statistical methods they employed, and the main outcomes of their research.

Acharya (2017) performed a study on workplace culture and business performance in Nepalese commercial banks culture contributes to an organization's improvement in terms of profitability and shareholder value. The study was based on primary data, and 31 commercial banks received 125 questionnaires overall. Several assistants, officers, managers, and stockholders participated in the survey. The study concluded that banking culture relates to correct power delegation, training, orientation, coordination, organizational learning, norms, values, and agreements that serve to increase organizational performance in terms of profitability and shareholder value.

Shrestha (2015) examined a study on workplace culture and business performance in Nepalese commercial banks. It showed the engagement, consistency, adaptability, and mission are the most crucial elements in preserving a positive bank culture. The findings also indicated that an effective culture has a greater effect on employees' performance levels. The study concluded that an effective culture encourages personnel and improves coordination and control.

In the 1980s, the concept of work culture became increasingly popular (Peters & Waterman, 1982). They looked at successful businesses to see what they had in

common and discovered that each successful company could create a strong and uniting culture with a shared vision. When the terms corporate culture, work culture, and organizational culture became popular, Ouchi (1981) described most frequently utilized as the standard definition. Specifically, how things are done here. In addition to offering a condensed definition of culture, Ouchi investigated Japan's expanding economic success and claimed that the country's large corporations' highly effective work cultures were largely responsible for Japan's economic hegemony. Culture is made up of the daily behaviours that one picks up out of habit. It is a set of thoughts, emotions, deeds, and works produced by people in social interactions that are connected to them by events in the communal lives of those people (Koentjaraningrat, 2002). The uniqueness of the many ethnic groups and the geographical features of a place combine to create this situation. Since human life usually occurs in groups, diverse ethnic groups are created that share common beliefs and values and utilize those as the foundation for establishing their own set of norms. Work culture is a philosophy built on the idea that life's values may be seen as qualities, habits, and motivators that has fostered within a group and are represented in attitudes into conduct, aspirations, ideas, and views that appear as work.

Newstrom and Davis (1989) highlight that a positive work culture is a fundamental aspect of a successful work unit or organization. It provides a sense of identity, stability, and safety, motivates employees, promotes positive relationships, and supports the development of human resources. These elements contribute to success and effectiveness of the organization. Hunger (2013) highlights the importance of cultural alignment within business units and across the organization. When there is strong cultural intensity and integration, it can lead to consistency in behaviour and a more cohesive organizational culture, which has beneficial for the organization's overall effectiveness and identity.

Work culture encompasses attitudes, beliefs, and actions in the workplace that stem from the values, routines, and dynamics within a group (Hidayat, 2017). It adopts a

mindset that promotes self-assurance based on employees' shared beliefs, empowering them to perform at their best (Machwati & Wibowo, 2015). The level of employee job satisfaction serves as a significant indicator of a company's positive work culture, reflecting the organization's overall success (Arianto, 2013).

This workplace culture represents the core set of shared assumptions, attitudes, and notions shaping an organization's thinking and approach toward challenges and opportunities (Machwati & Wibowo, 2015). Work culture is deeply ingrained and persistent within an organization, making it challenging to alter (Robbins & Judge, 2013). Each organization possesses a distinct work culture, contributing to the complexity of modifying or changing it.

According to Dewhirst (1971) subordinate personnel always adhere to the policies, practices, and workplace norms that their managers and leaders accept and put into practice. Harrison and Stroke (1992) stated Culture within an organization is akin to personality within an individual. It distinguishes one organization from another, characterized by its distinct set of beliefs, values, work styles, and interpersonal dynamics.

Schein's (1992), model emphasizes that to understand and influence an organization's culture, one must go beyond the surface-level artifacts and behaviours and delve into the deeper levels of espoused values and basic assumptions. Changing an organization's culture often requires addressing these deeper levels, which may be more resistant to change than the more visible aspects of culture.

Haines (2000) suggests that every person holds their beliefs, which form individual values, and when combined, these values contribute to shaping the culture of an organization. This unique work culture is highlighted by Mohe (2008) as a crucial factor within each company. According to Agrawal and Tyagi (2010), it is essential for managers and executives to comprehend organizational culture as it influences how their companies adapt to changes in the business environment. They also point out that

despite various definitions, there are recognizable recurring elements that are vital in understanding work culture.

There is a recurring theme that work culture is a universal phenomenon. This component is based on the notion that workplace culture is a learned product of interactions within a bounded group. Another recurring theme is that the majority of experts suggest that work culture includes two or more levels, including more profound, intangible levels. The concrete layers are connected to social and physical environments, written and spoken language, and behavioral patterns. The most profound, intangible levels include the group's ideals, objectives, worries, or fundamental presumptions.

Pryce (2004) provided information on the organizational culture profile in hotels. It identified 28 elements of organizational culture and proposed that the OC of hotels as a whole may be characterized as one emphasizing value, teamwork, rituals, client orientation, training, role ambiguity, and the importance of the job above all else.

Several managerial implications were proposed by Yoon (2006), based on his empirical findings. It said that in addition to having an impact on organizational factors like work effort and job satisfaction, employee perceptions of workplace culture also have an impact on how consumers rate the quality of their services. The consensus is that in order to adoptive a service-oriented atmosphere and supportive managerial environment, it is imperative to deliberately devise and implement diverse organizational policies. These policies may encompass aspects like encouraging employee involvement, defining specific service codes, introducing rewards or recognition for exemplary service performance, and prioritizing continuous employee learning initiatives.

Jafari and Rezaei (2007) identified 9 traits and 42 constituents. Five fundamental components (i.e., "philosophy and goals, theoretical foundations, conceptual framework (scientific culture, innovation/entrepreneurship culture, quality-oriented culture,

knowledge-oriented culture, programming culture, answering culture, collaboration/contribution culture, life-long learning culture, and networking culture), executive phases and assessment, engineering") were included in the model.

Gillespie et al. (1996) suggested that the corporate culture is highly and favorably associated with both employee and customer satisfaction. To increase employee and customer happiness, an organization's culture may need to be examined and modified.

An employee's favorable feelings about their work and their workplace are referred to as job satisfaction. When an individual's expectations are met, they are satisfied, and they behave in a way that the organization expects them to. (Pitaloka & Sofia, 2014). Peer support, working conditions, supervisor quality, job accomplishment, and level of responsibility are some of the more important determinants of job happiness. (Yasin et al., 2020).

These elements are significant facets of workplace culture; hence it is plausible to claim that workplace culture influences employee job satisfaction. Additionally, how grievances are handled, which is a component of workplace culture, has an impact on employee commitment and satisfaction (Fiorita et al., 2007). A positive work environment improves management and employee communication. The culture encourages each employee to create and share ideas, views, and opinions to enhance present performance levels. Additionally, work culture gives each employee a sense of belonging.

Organizational commitment and job satisfaction are strongly correlated (Prasetio et al., 2017). Employee engagement and job involvement improve with job satisfaction (Ulibrk et al., 2018). (Khalaf et al., 2019) i.e., effective work habits. Performance level, absenteeism, and intent to leave the company are all directly impacted by job satisfaction. Employee satisfaction reflects a favorable attitude toward management, the style of leadership, and organizational policy.

Bakoti (2016) examined the positive workplace behaviours such as a willingness to accept responsibility, taking the initiative to solve organizational problems,

cooperation, and teamwork, has an impact on both individual and organizational performance. Thus, workplace culture affects employee job satisfaction, which in turn drives productive work behaviour.

The link between non-monetary methods and commitment is mediated by job satisfaction (Mahmood et al., 2019). A negative association with job turnover intention, it is the determinant of commitment (Tarigan & Ariani, 2015). Employee engagement at work rises as a result of employee satisfaction. Positive commitment is a result of job satisfaction, although higher levels of satisfaction may not always translate into larger levels of commitment (Gautam, 2017). Workplace culture influence job satisfaction and corporate citizenship behaviour (Ilies et al., 2009).

Employee satisfaction and a sense of achievement within their roles serve as pivotal markers of their contentment at work. These elements are commonly perceived to be directly linked to both personal welfare and productivity. Employee happiness encompasses several aspects: enjoying the job itself, executing it proficiently, and receiving compensation for it. It also embodies a sense of delight and enthusiasm for the work being performed. Employee satisfaction is a crucial factor contributing to recognition, increased revenue, career advancements, and other positive outcomes that conclude in a profound sense of fulfillment (Kaliski & Burton, 2011).

Satisfaction is an important human outcome of organizational activity (Schneider, 1985). Therefore, to increase employee happiness, firms should work to meet their expectations. The emotional state of the workers may also have an impact on their contentment. As a result, the managers are compelled to establish and maintain the ideal working conditions in their firms. On the other hand, one of the fundamentals of organizational citizenship behaviour is employee satisfaction.

Tyler et al. (1995), the relationship between the manager and the employees is the main factor in employee satisfaction. Reduced performance, higher stress levels, and increased absenteeism are all effects of a poor employee-boss relationship. Thus,

placing greater emphasis on improving relationships between employees and their supervisors will result in increased employee satisfaction. s to commit to working for that company for the entirety of their careers.

Customer-focused behaviour in service-based sectors is predicated on HR challenges, including employee happiness Hoffman et al. (1992). Employees are dissatisfied with their jobs won't provide quality services (Zeithalm et al., 1990). It is known that employee happiness precedes conduct that is focused on the needs of the consumer. One measure for determining the health of an organization is employee satisfaction (sometimes referred to as job satisfaction). Effective service delivery is highly dependent on the human resource (Brignall et al., 1994). It contented workers

will impact the level of service they deliver. Employee satisfaction is seen as a key success factor for businesses.

Various definitions of job satisfaction emphasize the significance of how workers perceive their jobs, bridging the gap between their expectations and what they actually receive. Some researchers focus on overall job contentment or even the quality of life experienced by employees. Statt (2004) describes job satisfaction as an employee's level of contentment with the rewards and aspects of their profession, particularly in terms of intrinsic motivation.

Armstrong (2006) described job satisfaction as the sentiment and behavior individuals hold toward their jobs. It suggests that a positive and favorable attitude toward work signifies satisfaction, while a negative and unpleasant attitude indicates dissatisfaction.

George et al. (2008) elaborates that employee satisfaction comprises a collection of thoughts and opinions individuals have about their current jobs. These attitudes may encompass various aspects of their occupations, including the nature of their work, relationships with colleagues, superiors, or subordinates, as well as their compensation.

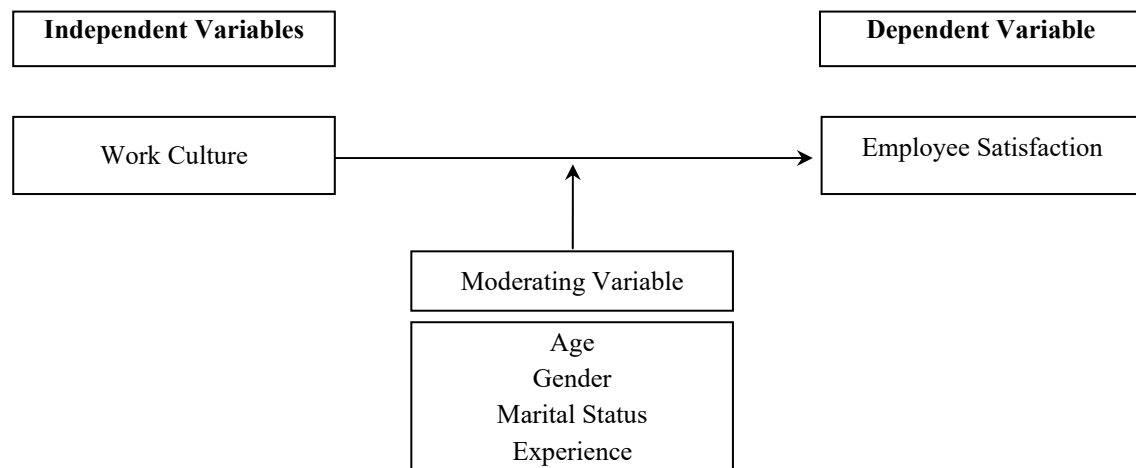
If employees are not treated appropriately, customers will inevitably notice, which is always highly expensive for the company. When employees are happy, they are more loyal and effective (Hunter et al., 1997) and these happy employees have an impact on customer satisfaction and organizational productivity.

Potterfield (1999) Dissatisfied workers will take more sick days (putting more work on their coworkers), be less enthusiastic about the goods and services offered by their employer, and even express their unhappiness in public. When a company shows concern for its workers, it will undoubtedly receive support in return. Employee happiness is better when an organization invests in the welfare of its workers.

Taylor (2000) examined organization's investment in its employees' well-being has a clear correlation with job satisfaction. It is asserted that unhappy workers are more likely to perform poorly (Colbert & Heller, 2001) and display a lack of commitment (Chen et al., 2000). For academics to comprehend job attitudes Locke (1976), comprehend job dimensions, which are intricately intertwined. He included "work, compensation, promotions, recognition, benefits, working conditions, supervision, coworkers, company, and management" as the typical elements of employee happiness.

Conceptual Framework

The structural research framework known as a conceptual framework is where pertinent research variables are analyzed. It directs the researcher as they move the research project along. The conceptual framework evaluates the study and organizes it in a remedial way. The conceptual framework serves as the researcher's blueprint and is where the plans for directing the investigation are written. It serves as the foundation for structuring presentations of ideas. It is the planning done beforehand before conducting any research. A conceptual framework for study has been put out that takes into account the interrelationships between the aspects of employee satisfaction and workplace culture satisfaction. Workplace culture is crucial to the efficient operation of banks and, ultimately, to the satisfaction of employees. In a similar vein, a high QWC increases employee satisfaction. Figure 2.1 effectively illustrates the connection between employee satisfaction and quality of life (QWC) as well as the direct and indirect effects of work culture on employee satisfaction.

Figure 1*Conceptual framework***Methodology**

This study uses a descriptive and causal comparative research design with a survey method to achieve the study's goals. This approach was chosen because it can measure the causal relationship between independent and dependent variables. This study, to gather primary data, a questionnaire was distributed to randomly choose 600 employees, however, only 500 employees answered from employees, with 312 deemed usable for the study. The sample is 29 private banks from Mahendranagar that were chosen by random sampling from private bank branches in Sudurpaschim. The information was gathered from bank workers of these companies via the questionnaire approach. The survey was conducted based on a random sampling method. The questionnaire consists of close-ended questions measured on a five-point Likert scale. Questionnaires for bank employees were based on the research questions and prepared for data collection. All questionnaire information was coded and inputted into Microsoft Excel software. A manual verification process was conducted to ensure the accuracy of the entered data. Subsequently, the latest version of SPSS was utilized for analysis. Various statistical tools were employed to conduct analyses aligned with objectives. The data analysis and primary conclusions of the study are presented. The respondents' data was examined

using SPSS using a number of statistical methods, including frequencies, mean percentages, correlations Anova and regression. To guarantee clearness, the results were shown in tables with clarifications. To authenticate that the research met its goals, data analysis was done.

Results

Demographic Profile of Respondents

The questionnaire gathered information regarding the characteristics of the respondents, encompassing variables like gender, age, marital status, and professional experience. Additionally, it included a few variables related to the bank itself. Gender and marital status each had two categories, while age and experience each had three. The characteristics are shown in Table 1

Table 1

Age of the respondents

Age Group	Frequency	Percent (%)	Cumulative Percent (%)
20-30 years	216	69.2	69.2
31-40 years	85	27.2	96.5
40 years above	11	3.5	100.0

The table 1 shows that under 30 (Age 1), those between 31 and 40 (Age 2), and those above 40 (Age 3). Bank personnel comprise 69.2 per cent of all employees in the first group, 27.2 per cent in the second group and 3.5 per cent in the third group. based on Figure 4.2, the strength of the younger generation (those under 31 years old) in banks is just 69.2 percent. In the past 15 years; banks have a major source of employment in the banking sector due to their rapid expansion. That has a result of the increased hiring that has occurred in Mahendranagar, Kanchanpur's private sector banks over the last ten years.

Table 2*Marital Status*

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Unmarried	174	55.8	55.8	55.8
Married	138	44.2	44.2	100.0
Total	312	100.0	100.0	

Table 2 presents that out of the 312 respondents, 55.8% of banks have employees who are single, and 44.2 percent of banks have employees who are married. There are more single employees than married ones. Due to Married employees are bonded by their society's cultural norms.

Table 3*Gender of respondent*

Gender	No	%
Male	223	71.5
Female	89	28.5
Total	312	100.0

Table 3 shows that of the 312 respondents in Table 4, 71.5% were men and 28.5% were women. This information demonstrates that the study's banks employ more men than women.

Table 4*Experience of respondents*

Years of experience	No	Percent
Less than 10 years	267	85.6
10 years and above	45	14.4
Total	312	100.0

As presented in table 4, among 312 respondents 85.6% of employees have work experience of less than 10 years, and 14.4% have work experience of 10 years and

above respectively. The table indicates that when experience in the bank's declines, there are more workers. That has because the banks in Mahendranagar, Kanchanpur, Nepal do not have experienced staff and have a maximum age limit of only 15 years. On the other hand, banks have hired more people over the past ten years and their personnel are generally more junior.

Table 5

Correlations Analysis

	Work culture	Employee satisfaction
Work culture	1	
Employee satisfaction	.021	1

The correlation coefficient (r) value between Work culture and employee satisfaction is 0.021 which shows very weak positive correlation between both the variables. The p value is >0.01 which means the relationship is not statistically significant. It means that the extremely small correlation coefficient indicates that variations in work culture are not associated with changes in employee satisfaction in any substantial way.

Table 6

Goodness of Fit of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.021	0.000	-0.003	0.18838

As indicated in table 6, the R value of 0.021 indicates a very weak positive relationship between work culture and employee satisfaction. The R -square value is 0.000, which means that work culture explains virtually 0% of the variance in employee satisfaction. The adjusted R-square value (-0.003) further confirms that the models does not improve the prediction of employee satisfaction. Therefore, the independent variable (work culture) does not meaningfully contribute to explaining changes in employee satisfaction.

Table 7*Regression Results*

	Model	B	Std. Error	t	Sig
1	(Constant)	3.773	.145	26.074	.000
	Work culture	.015	.041	.374	.709

The table 7 shows the regression coefficients results. As indicated that the unstandardized coefficient(B) beta value is 0.015, which means that the change in the independent variable i.e. Work culture by one unit will bring about the change in the dependent variable i.e. employee satisfaction by 0.015 units. However, the significance value is 0.709, which is greater than 0.05, indicating that this effect is not statistically significant. Furthermore, the standardized beta value (0.021) is very weak positive relationship between WC and ES Or in other words, the relationship is positive: it is extremely small and statistically insignificant.

Discussion

The present study aimed to observe the relation between work culture and employee satisfaction in Nepalese banking sectors. The investigation highlights both current performance work culture and their impact on employee satisfaction. The demographic data showed that the findings indicate a clear gender imbalance in the banking sector of Mahendranagar, with male employees (71.5%) significantly outnumbering female employees (28.5%).

This advocates male supremacy in employment within the studied banks. A higher number of employees are unmarried (55.8%) compared to married (44.2%), Which may reflect the relatively young workforces in the sector. Based on the age ratio 69.29% of employees are under 30, followed by 27.2% who are between 31 and 40, and only 3.5% who are over 40. This shows that young professionals are well- represented in the banking sectors. In a comparable manner, 85.6% of Workers have fewer than ten years of experience, indicating that the workforce is primarily composed of juniors. This design is related to the banking sector in Mahendranagar Kanchanpur, Nepal, which recently expanded and hired more employees.

The Pearson correlation coefficient (r) between the two variables was 0.021 indicating a very weak positive correlation. The R -value is 0.021, which is very close to 0. This means that in the dataset, there is almost no direct connection between work culture and employee satisfaction. The direction of the relationship is positive, but the strength is negligible. This implies that variations in work culture are not significantly correlated to variations in employee satisfaction. Moreover, the p -value reported is larger than 0.01, which means the relationship is not statistically significant between work culture and employee satisfaction. A regression analysis was performed to study the effect of work culture on employee satisfaction. The R value of 0.021 shows a very weak positive relationship between work culture and employee satisfaction. This means that the relationship is not significant.

The ANOVE results for the regression tool examining the relationship between work culture and employee satisfaction. The analysis shows that the regression has an f -value of 0.140 with a significance level (p -value) of 0.709. the p -value is considerably greater than value of 0.05, the overall regression is not statistically significant. This indicates that work culture does not significantly discuss the variation in employee satisfaction.

The results of the regression coefficient analysis show that work culture has an unstandardized coefficient (B) of 0.015. This suggests that if work culture increases by one unit, employee satisfaction will increase by 0.015 units. This means that the relationship is positive. But the magnitude of the impact is extremely small. Further highly, the significance value ($p=0.709$) is far above the generally accepted threshold of 0.05. it indicates that there is no significant relationship between work culture and employee satisfaction. Likewise, the standardized beta coefficient ($\beta=0.021$) designates a very weak positive suggestion between the two variables. The t -value ($t=0.374$) further confirms the absence of a significant predicative impact. Collectively, these results suggest that work culture does not have a statistically meaningful influence on employee satisfaction in this study.

Conclusion

The present study set out to evaluate the relationship between work culture and employee satisfaction in the Nepalese banking sector, mainly in Mahendranagar, Kanchanpur. Based on data analysis, it can be concluded that there is no significant relationship between work culture and employee satisfaction. The demographic profile suggests that the banking employee is mostly male and young somewhat less experienced, indicating a sector driven by early career professionals. This may represent current expansion and recruitment trends in the banking the workplace. The considerable gender inequality Indicates needs for more Inclusive hiring practices.

In spite of the significance that work culture is frequently given in organizational behaviour, the statistical results show no a significant relationship between work culture and employee satisfaction. The correlation coefficient ($r=0.021$) suggests a negligible relationship between the two variables. Furthermore, the regression analysis indicates that the work culture clarifies none of the variation in employee satisfaction. The non-significant p- values across correlation, regression, and ANOVA tests confirm the conclusion that work culture has no statistically significant influence on employee satisfaction in this study.

Moreover, the regression analysis showed weak explanatory power, with a R-square value of 0.000 and a negative adjusted R-square, demonstrating that the inclusion of work culture as a predictor did not improve the approach. The minimum coefficient values and insignificant t-test results further reinforce the conclusion that improvement in work culture does not lead to a major increase in employee satisfaction among the respondents.

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