

Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance in Nepalese Organizations

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Abstract

This study examines the effect of motivation, leadership, and organizational culture on satisfaction and employee performance in Nepalese organizations. Job satisfaction and employee performance are the dependent variables. The independent variables are organizational culture, compensation, work environment, supervisory support, recognition and rewards, and training and development. The primary source of data is used to assess the opinion of the respondents regarding organizational culture, compensation, work environment, supervisory support, recognition and rewards, training and development, job satisfaction and employee performance. The study is based on primary data of 153 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and importance of the motivation, leadership, and organizational culture on satisfaction and employee performance in Nepalese organizations.

The study showed a positive impact of compensation on job satisfaction and employee performance. It indicates that higher the compensation, higher would be the job satisfaction and employee performance. Similarly, the study showed a positive impact of work environment on job satisfaction and employee performance. It indicates that a supportive work environment enhances job satisfaction and employee performance. Likewise, the study showed a positive impact of supervisor support on job satisfaction and employee performance. It indicates that strong supervisory support contributes to increase in job satisfaction and employee performance. Further, the study showed a positive impact of recognition and rewards on job satisfaction and employee performance. It indicates that acknowledging employee contributions boosts their job satisfaction and performance. In addition, the study showed a positive impact of training and development on job satisfaction and employee performance. It indicates that opportunities for skill enhancement lead to increase in job satisfaction and employee performance. Moreover, the study showed a positive impact of organizational culture on job satisfaction and employee performance. It indicates that positive organizational culture fosters greater job satisfaction and employee performance.

Keywords: organizational culture, compensation, work environment, supervisory support, recognition and rewards, training and development, job satisfaction, employee performance

1. Introduction

Organizations universally acknowledge that employee satisfaction and performance are crucial for achieving their goals (Robbins and Judge, 2022). Employee satisfaction influences productivity, innovation, and overall organizational success (Herzberg, 1968). Factors like motivation, leadership, and organizational culture are consistently identified as key determinants of employee performance (Dewi *et al.*, 2020). Motivation is essential for guiding employees to meet organizational objectives. It refers to the internal and external factors that drive individuals to perform specific tasks (Zsigmond *et al.*, 2024). It can be intrinsic, stemming from personal satisfaction, or extrinsic, influenced by rewards or recognition (Habba *et al.*, 2017). Motivation has significant impacts on job satisfaction and performance (Al-Sada *et al.*, 2017). Motivation is a key driver of employee engagement and productivity. It can come from two main sources: intrinsic motivation, which involves doing something because it's personally rewarding, and extrinsic motivation, which involves doing something for external rewards, like money or recognition. A positive organizational culture can boost intrinsic motivation, leading to higher job satisfaction (Tsai, 2011). The study shows that when employees are motivated, they are more likely to exhibit higher levels of performance and commitment to their work (Wright and Cropanzano, 2000). Meeting

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employees' basic psychological needs is important, as it can lead to greater satisfaction and performance (Deci and Ryan, 2000). Studies indicate that satisfaction correlates with higher productivity and better performance outcomes (Diener and Seligman, 2004).

Leadership styles significantly influence how motivated and satisfied employees feel. Transformational leadership, which focuses on inspiring and supporting employees, can improve job satisfaction (Yumte *et al.*, 2017). Effective leaders foster a sense of meaning in work, positively impacting employee performance (Yang and Kim, 2018). The study shows that supportive leadership not only enhances motivation but also fosters a sense of belonging and commitment among employees (Widodo, 2017). Additionally, effective leadership can promote a culture of accountability, where employees feel responsible for their work outcomes, leading to improved performance (Wright and Nishii, 2013). Moreover, supportive supervision helps reduce burnout and encourages employees to stay in their jobs, enhancing job satisfaction (Shahid *et al.*, 2023). Leadership styles, such as transformational and participative, have been linked to improved employee morale and satisfaction (Sirait *et al.*, 2022). Effective leadership fosters trust, builds strong relationships, and ensures better organizational outcomes (Rojak *et al.*, 2024).

Rinaldi and Riyanto (2021) investigated the effect of work motivation, work environment, and job satisfaction on organizational citizenship behavior and their impact on employees' performance of RSU Menteng Mitra Afia during the Covid-19 pandemic. The study found that work motivation, work environment, and job satisfaction positively influence organizational citizenship behavior (OCB), which in turn improves employee performance at RSU Menteng Mitra Afia during the COVID-19 pandemic. Similarly, Apriyanti *et al.* (2021) analyzed the employees of pt. international chemical industry. The study stated that rewards and work environment positively impact employee performance, with job satisfaction serving as a mediating factor. Likewise, Osewe and Gindicha (2021) analyzed the effect of training and development on employee satisfaction: a case of the judiciary of Kenya: A case of the judiciary of Kenya. The study found that training and development positively affect employee satisfaction in the Judiciary of Kenya.

Budirianti *et al.* (2020) examined the influence of work discipline, motivation, job satisfaction and the work environment on the performance of contract employees and found that work discipline, motivation, job satisfaction, and a supportive work environment all positively impact the performance of contract employees, though a limitation is the study's exclusive focus on contract workers, which may limit generalizability to other employee types. Similarly, Nugroho (2020) investigated the effect of compensation, work environment and work satisfaction toward employees performance at Regional Hospital of Prambanan and found that compensation, work environment, and job satisfaction positively impact employee performance at the Regional Hospital. Likewise, Su'un (2020) examined the effect of competence, compensation, and discipline of work, work environment satisfaction and performance of employees in construction in the city of Pare-Pare. The study found that competence, compensation, work discipline, work environment, and job satisfaction positively affect employee performance in the construction sector of Pare-Pare. Further, Nguyen (2020) investigated the impact of training and development, job satisfaction and job performance on young employee retention. The study revealed that training and development, job satisfaction, and job performance positively influence young employee retention.

Tamunomiebi and Oyibo (2020) investigated on work-life balance and employee performance. The study found that work-life balance positively affects employee

performance. Similarly, Anggreni *et al.* (2019) analyzed the effect of motivation and physical work environment towards work satisfaction and performance of employees in non-medical support section of Wangaya Public Hospital Denpasar. The study revealed that motivation and physical work environment positively influence work satisfaction and employee performance in the non-medical support section of Wangaya Public Hospital Denpasar. Likewise, Karim *et al.* (2019) examined the impact of training and development on employees' performance. The study found that training and development positively impact employee performance, though their study was limited by the use of quantitative data alone. Further, Adnan Bataineh (2019) analyzed the impact of work-life balance, happiness at work, on employee performance. The study found that work-life balance and happiness at work positively impact employee performance. In addition, Abdirahman *et al.* (2018) analyzed the relationship between job satisfaction, work-life balance and organizational commitment on employee performance. The study showed that job satisfaction, work-life balance, and organizational commitment positively influence employee performance.

Walga (2018) investigated the job satisfaction and satisfaction with work-life balance across cultures. The study found that job satisfaction and satisfaction with work-life balance vary across cultures. Similarly, Rodriguez and Walters (2017) assessed the importance of training and development in employee performance and evaluation. The study stated that training and development play a crucial role in enhancing employee performance and evaluation. Further, Ndungu (2017) examined the effects of rewards and recognition on employee performance in public educational institutions: A case of Kenyatta University, Kenya and found that rewards and recognition positively influence employee performance in public educational institutions, specifically at Kenyatta University, Kenya. In addition, Okechukwu (2017) investigated the influence of training and development, employee performance on job satisfaction among the staff and showed that training and development positively influence employee performance and job satisfaction.

Sal and Raja (2016) analyzed the impact of training and development on employees' performance and productivity. The study found that training and development positively impact employee performance and productivity, though their study had limitations due to a focus on specific industries and a limited sample size. Similarly, Salah (2016) examined the influence of rewards on employees' performance. The study showed that rewards have a significant positive influence on employee performance. Likewise, Jalagat (2016) investigated the job performance, job satisfaction, and motivation: A critical review of their relationship. The study revealed that both job satisfaction and motivation have a positive and significant impact on job performance. Further, Mwangi *et al.* (2016) assessed the effects of work life balance on employees' performance in institutions of higher learning. The study found that work-life balance positively impacts employee performance in institutions of higher learning. In addition, Kang *et al.* (2015) observed the impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. The study found that supervisory support positively influences organizational commitment and career satisfaction while reducing turnover intention among hospitality frontline employees, addressing the issue of how managerial support affects employee retention and satisfaction.

In the context of Nepal, Poudel (2023) examined the factors influencing job satisfaction of human resource in bank and insurance companies of Nepal found that various factors, including work environment, career growth opportunities, and compensation,

positively influence job satisfaction among HR employees in Nepal's bank and insurance sectors, addressing the challenge of identifying key drivers of job satisfaction. Similarly, Shrestha (2022) analyzed the effect of motivation on employee performance: A case study of Nepal Electricity Authority. The study found that organizations that prioritize motivating their employees by aligning personal and organizational goals tend to have higher levels of job satisfaction and employee retention. Likewise, Gautam (2020) examined the work-culture for employee work-behavior: mediating role of satisfaction. The study revealed that a positive organizational culture fosters trust, collaboration, and a sense of belonging, which enhances employee performance conversely, a rigid or toxic culture can hinder employee engagement and reduce productivity.

The above discussion shows that empirical evidences vary greatly across the studies on the effect of motivation, leadership, and organizational culture on satisfaction and employee performance in organizations. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the effect of motivation, leadership, and organizational culture on satisfaction and employee performance in Nepalese organizations. Specifically, it examines the relationship of organizational culture, compensation, work environment, supervisory support, recognition and rewards and training and development with satisfaction and employee performance in Nepalese organizations.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 153 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on organizational culture, compensation, work environment, supervisory support, recognition and rewards, training and development, job satisfaction and employee performance. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that job satisfaction and employee performance depend upon motivation, leadership, and organizational culture. The dependent variable selected for the study are job satisfaction and employee performance. Similarly, the selected independent variables are organizational culture, compensation, work environment, supervisory support, recognition and rewards and training and development. Therefore, the model takes the following form:

Job satisfaction = f (organizational culture, compensation, work environment, supervisory support, recognition and rewards, and training and development).

Employee performance = f (organizational culture, compensation, work environment, supervisory support, recognition and rewards, and training and development).

More specifically,

$$JS = \beta_0 + \beta_1 C + \beta_2 WE + \beta_3 SS + \beta_4 RandR + \beta_5 TandD + \beta_6 OC + e$$

$$EP = \beta_0 + \beta_1 C + \beta_2 WE + \beta_3 SS + \beta_4 RandR + \beta_5 TandD + \beta_6 OC + e$$

Where,

JS = job satisfaction

EP = Employee performance

C = Compensation

WE = Work environment

SS = Supervisor Support

RandR = Recognition and Reward

TandD = Training and Development

OC = organizational culture

Job satisfaction was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am satisfied with my current job”, “I enjoy the tasks I perform in my job” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.852$).

Employee performance was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My work meets the company’s expectations”, “I feel productive in my role” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.790$).

Organizational culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The organizational culture makes me satisfied with my job”, “The organizational culture helps me to perform better” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.800$).

Compensation was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am satisfied with my pay and benefits”, “My pay motivates me to do a good job” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.887$).

Work environment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I like the physical environment at work”, “The work environment helps me do my best” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.854$).

Supervisory support was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My supervisors support makes me happy with my job”, “My supervisor helps me improve my work” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.836$).

Recognition and rewards were measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I feel appreciated when recognized for my work”, “Rewards motivate me to work harder” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.862$).

Training and development was measured using a 5-point Likert scale where the employees were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am satisfied with the training I get here”, “Training helps me improve my performance” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.853$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Organizational culture

Organizational culture refers to the shared values, norms, and practices within an organization that influence employee behavior and performance. A positive organizational culture enhances employee performance and job satisfaction by creating an environment that supports collaboration, recognition, and alignment of individual values with organizational goals. Wright and Cropanzano (2000) indicate that job satisfaction serves as a significant predictor of employee performance, with the relationship being moderated by the organizational culture’s ability to support employee well-being. Similarly, Meng and Berger (2019) showed a strong organizational culture positively influences employee performance and job satisfaction. Likewise, Mohd *et al.* (2016) confirmed that a supportive organizational culture positively impacts employee performance and job satisfaction. Further, Harter *et al.* (2002) found that higher employee engagement and satisfaction within a supportive organizational culture lead to superior employee performance at the business-unit level. In addition, Schneider *et al.* (2013) emphasize that a positive organizational climate and culture contribute to job satisfaction, which in turn enhances employee performance. Based on it, this study develops the following hypothesis:

H₁: Organizational culture has a positive relationship with job satisfaction and employee performance.

Compensation

Compensation, encompassing both financial and non-financial benefits, salary, benefits, and incentives provided to employees in exchange for their work. Studies have shown that compensation is a critical factor in shaping job satisfaction and performance. Cavalera (2024) verified that fair and effective compensation significantly enhances employee performance and job satisfaction. According to Widodo (2017), effective compensation positively impacts employee performance and job satisfaction. Based on it, this study develops the following hypothesis:

H₂: Compensation has a positive relationship with job satisfaction and employee performance.

Work environment

Work environment encompasses the physical, social, and psychological conditions in which employees operate. Nugroho (2020) showed that there is a positive work environment fosters employee performance and job satisfaction. According to Apriyanti *et al.* (2021), supportive work environment enhances employee performance and job satisfaction.

Similarly, Pawirosumarto *et al.* (2017) revealed that a positive work environment enhances employee performance and job satisfaction by fostering comfort, motivation, and alignment with organizational goals. Likewise, Mohapatra and Sundaray (2018) found that a positive organizational culture within the work environment enhances employee motivation and satisfaction. Further, Rinaldi and Riyanto (2021) demonstrated that a positive work environment enhances employee performance and job satisfaction by improving engagement, and encouraging organizational citizenship behavior. Based on it, this study develops the following hypothesis:

H₃: Work environment has a positive relationship with job satisfaction and employee performance.

Supervisory support

Supervisory support refers to the support, guidance, and feedback provided by supervisors to employees. Research indicates that when employees receive adequate supervisory support, their job satisfaction and performance levels tend to improve. Eisenberger and Shanock (2003) showed that perceived support from supervisors positively influences both job satisfaction and job performance positively. Similarly, Nugroho (2020) demonstrated that supervisory support enhances the relationship between job satisfaction and employee performance. Based on it, this study develops the following hypothesis:

H₄: Supervisory support has a positive relationship with job satisfaction and employee performance.

Recognition and rewards

Recognition and rewards involve acknowledging employees for their contributions and providing incentives for achieving performance goals. Salah (2016) highlighted that monetary and non-monetary rewards improve employees' intrinsic motivation, positively affecting their satisfaction levels. Similarly, Akafo and Boateng (2015) demonstrated that recognition and rewards directly influence job performance by reinforcing desirable behaviors and encouraging repeated efforts. Likewise, Muthuswamy and Almoosa (2023) showed that recognition and rewards have positive impact on job satisfaction. Further, Abdullah *et al.* (2016) showed that rewards have positive impact on job satisfaction. In addition, Al Fannah *et al.* (2021) showed that recognition and rewards have positive impact on employee performance. Based on it, this study develops the following hypothesis:

H₅: Recognition and rewards have positive relationship with job satisfaction and employee performance.

Training and development

Training and development refers to the programs and opportunities provided to employees for enhancing their skills and competencies. Park *et al.* (2018) found that supervisor support in training contexts positively affects job satisfaction and performance. According to Salas *et al.* (2012), effective training and development practices enhance employee competencies, leading to increased job satisfaction. Similarly, Karim *et al.* (2019) found that structured training programs significantly enhance employees' skills and improved performance outcomes. Likewise, Harter *et al.* (2002) conducted a meta-analysis showing a strong correlation between employee satisfaction and business outcomes, suggesting that organizations focusing on employee training and satisfaction see enhanced performance metrics. Based on it, this study develops the following hypothesis:

H_6 : Training and development have positive relationship with job satisfaction and employee performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent variable and independent variables. The correlation coefficients are based on 153 observations. The dependent variables are EP (Employee performance) and JS (Job satisfaction). The independent variables are C (Compensation), WE (Work environment), SS (Supervisor support), RandR (Recognition and reward), TandD (Training and development) and OC (Organizational culture).

Variables	Mean	S.D.	JS	EP	C	WE	SS	RandR	TandD	OC
JS	3.747	0.852	1							
EP	4.044	0.750	0.585**	1						
C	3.547	0.861	0.637**	0.470**	1					
WE	3.868	0.823	0.515**	0.367**	0.529**	1				
SS	3.783	1.023	0.446**	0.280**	0.353**	0.634**	1			
RandR	4.014	0.861	0.380**	0.382**	0.452**	0.689**	0.557**	1		
TandD	4.031	0.801	0.492**	0.569**	0.440**	0.579**	0.425**	0.566**	1	
OC	3.906	0.897	0.515**	0.416**	0.520**	0.683**	0.553**	0.506**	0.542**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study reveals that compensation is positively correlated to job satisfaction, indicating that higher the compensation, higher would be the job satisfaction. Similarly, work environment is positively correlated to job satisfaction, suggesting that a supportive work environment enhances job satisfaction. Moreover, supervisor support is positively correlated to job satisfaction, indicating that strong supervisory support contributes to increase in job satisfaction. Further, recognition and rewards has a positive relationship with job satisfaction, suggesting that acknowledging employee contributions boosts their job satisfaction. In addition, training and development also demonstrated a positive correlation with job satisfaction, indicating that opportunities for skill enhancement lead to increase in job satisfaction. Likewise, organizational culture is positively correlated to job satisfaction, indicating that a positive organizational culture fosters greater job satisfaction.

Similarly, the study reveals that compensation is positively correlated to employee performance, indicating that higher the compensation, higher would be the employee performance. Similarly, work environment is positively correlated to employee performance, suggesting that a supportive work environment enhances employee performance. Moreover, supervisor support is positively correlated to employee performance, indicating that strong supervisory support contributes to increase in employee performance. Further, recognition and rewards has a positive relationship with employee performance, suggesting that acknowledging employee contributions boosts their employee performance. In addition,

training and development also demonstrated a positive correlation with employee performance, indicating that opportunities for skill enhancement lead to increase in employee performance. Likewise, organizational culture is positively correlated to employee performance, indicating that a positive organizational culture fosters employee performance.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of organizational culture, compensation, work environment, supervisory support, recognition and rewards and training and development on job satisfaction.

Table 2

Estimated regression results of organizational culture, compensation, work environment, supervisory support, recognition and rewards and training and development on job satisfaction

The results are based on 153 observations using linear regression model. The model is $JS = \beta_0 + \beta_1 C + \beta_2 WE + \beta_3 SS + \beta_4 RandR + \beta_5 TandD + \beta_6 OC + e$ dependent variable is JS (Job satisfaction). The independent variables are C (Compensation), WE (Work environment), SS (Supervisor support), RandR (Recognition and reward), TandD (Training and development) and OC (Organizational culture).

Models	Intercepts	Regression coefficients of						Adj. R _{bar} ²	SEE	F- Value
		C	WE	SS	RandR	TandD	OC			
1	1.209 (5.928)**	0.716 (12.919)**						0.52	0.5903	166.904
2	1.223 (4.749)**		0.652 (10.016)**					0.394	0.6636	100.323
3	2.072 (9.248)**			0.443 (7.746)**				0.278	0.724	59.993
4	1.835 (6.357)**				0.476 (6.776)**			0.227	0.7493	45.912
5	0.672 (2.721)**					0.763 (12.687)**		0.511	0.5959	160.966
6	1.419 (5.906)**						0.596 (9.941)**	0.39	0.6656	98.831
7	1.001 (4.356)**	0.587 (6.649)**	0.172 (1.859)					0.528	0.5856	86.528
8	0.986 (4.337)**	0.612 (6.947)**	0.001 (0.009)	0.155 (2.103)*				0.538	0.5791	40.466
9	1.167 (5.098)**	0.654 (7.533)**	0.169 (1.289)*	0.226 (3.003)**	3.072 (0.311)*			0.563	0.5634	50.26
10	0.472 (2.387)**	0.615 (8.839)**	0.049 (0.456)*	0.209 (3.463)**	0.509 (6.083)**	0.629 (9.224)**		0.721	0.4505	79.918
11	0.467 (2.349)*	0.605 (8.329)**	0.074 (0.619)*	0.203 (3.301)**	0.507 (6.033)**	0.627 (9.144)**	0.04 (0.479)	0.719	0.4517	66.29

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Job satisfaction is dependent variable.

Table 2 shows that the beta coefficients for compensation are positive with job satisfaction. It indicates that compensation has a positive impact on job satisfaction. This finding is consistent with the findings of Adeoye and Fields (2014). Similarly, the beta coefficients for work environment are positive with job satisfaction. It indicates that work environment has a positive impact on job satisfaction. This finding is consistent with the findings of Nugroho (2020). Likewise, the beta coefficients for supervisor support are positive with job satisfaction. It indicates that supervisor support has a positive impact on

job satisfaction. This finding is consistent with the findings of Eisenberger *et al.* (2002). Further, the beta coefficients for recognition and rewards are positive with job satisfaction. It indicates that recognition and rewards has a positive impact on job satisfaction. This finding is consistent with the findings of Akafo and Boateng (2015). In addition, the beta coefficients for training and development are positive with job satisfaction. It indicates that training and development has a positive impact on job satisfaction. This finding is consistent with the findings of Harter *et al.* (2002). Moreover, the beta coefficients for organizational culture are positive with job satisfaction. It indicates that organizational culture has a positive impact on job satisfaction. This finding is consistent with the findings of Mohd *et al.* (2016).

Table 3 shows the regression results of organizational culture, compensation, work environment, supervisory support, recognition and rewards and training and development on employee performance.

Table 3

Estimated regression results of organizational culture, compensation, work environment, supervisory support, recognition and rewards and training and development on employee performance

The results are based on 153 observations using linear regression model. The model is $EP = \beta_0 + \beta_1 C + \beta_2 WE + \beta_3 SS + \beta_4 RandR + \beta_5 TandD + \beta_6 OC + e$ dependent variable is EP (Employee performance). The independent variables are C (Compensation), WE (Work environment), SS (Supervisor support), RandR (Recognition and reward), TandD (Training and development) and OC (Organizational culture).

Models	Intercepts	Regression coefficients of						Adj R_bar ²	SEE	F-value
		C	WE	SS	RandR	TandD	OC			
1	2.151 (10.558)**	0.534 (9.563)**						0.372	0.595	91.443
2	1.967 (8.331)**		0.537 (8.995)**					0.343	0.6083	80.917
3	2.879 (13.619)**			0.308 (5.708)**				0.171	0.6833	32.58
4	2.077 (8.664)**				0.490 (8.389)**			0.312	0.6225	70.371
5	1.350 (6.172)**					0.668 (12.560)**		0.506	0.5275	157.758
6	2.141 (9.693)**						0.487 (8.842)**	0.335	0.6119	78.187
7	1.838 (8.050)**	0.341 (3.884)**	0.258 (2.811)**					0.399	0.5819	51.749
8	1.841 (8.040)**	0.335 (3.773)**	0.297 (2.415)*	0.036 (0.049)				0.396	0.5834	34.401
9	1.726 (7.348)**	0.309 (3.462)**	0.191 (1.424)	0.081 (1.045)	0.197 (1.895)			0.406	0.5784	27.143
10	1.126 (5.131)**	0.275 (3.559)**	0.003 (0.028)	0.096 (1.436)	0.25 (0.274)	0.544 (7.186)**		0.557	0.4997	39.425
11	1.109 (5.057)**	0.244 (3.048)**	0.075 (0.567)	0.113 (1.661)	0.032 (0.345)	0.537 (7.094)**	0.126 (1.351)	0.559	0.4983	33.342

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee performance is dependent variable.

Table 3 shows that the beta coefficients for compensation are positive with employee performance. It indicates that compensation has a positive impact on employee performance. This finding is consistent with the findings of Cavalera (2024). Similarly, the beta coefficients

for work environment are positive with employee performance. It indicates that work environment has a positive impact on employee performance. This finding is consistent with the findings of Rinaldi and Riyanto (2021). Likewise, the beta coefficients for supervisor support are positive with employee performance. It indicates that supervisor support has a positive impact on employee performance. This finding is consistent with the findings of Nugroho (2020). Further, the beta coefficients for recognition and rewards are positive with employee performance. It indicates that recognition and rewards has a positive impact on employee performance. This finding is consistent with the findings of Ndungu (2017). In addition, the beta coefficients for training and development are positive with employee performance. It indicates that training and development has a positive impact on employee performance. This finding is consistent with the findings of Karim et al. (2019). Moreover, the beta coefficients for organizational culture are positive with employee performance. It indicates that organizational culture has a positive impact on employee performance. This finding is consistent with the findings of Schneider *et al.* (2013).

4. Summary and conclusion

Organizations universally acknowledge that employee satisfaction and performance are crucial for achieving their goals. Employee satisfaction influences productivity, innovation, and overall organizational success. Factors like motivation, leadership, and organizational culture are consistently identified as key determinants of employee performance. Motivation is essential for guiding employees to meet organizational objectives. It refers to the internal and external factors that drive individuals to perform specific tasks. It can be intrinsic, stemming from personal satisfaction, or extrinsic, influenced by rewards or recognition. Motivation has significant impacts on job satisfaction and performance. Motivation is a key driver of employee engagement and productivity. It can come from two main sources: intrinsic motivation, which involves doing something because it's personally rewarding, and extrinsic motivation, which involves doing something for external rewards, like money or recognition. A positive organizational culture can boost intrinsic motivation, leading to higher job satisfaction. The study shows that when employees are motivated, they are more likely to exhibit higher levels of performance and commitment to their work. Moreover, meeting employees' basic psychological needs is important, as it can lead to greater satisfaction and performance.

This study attempts to examine the effect of motivation, leadership, and organizational culture on satisfaction and employee performance in Nepalese organizations. The study is based on primary data of 153 respondents.

The major conclusion of the study is that compensation, work environment, supervisor support, recognition and reward, training and development and organizational culture have positive impact on job satisfaction and employee performance. The study also concludes that compensation is the most significant factor followed by training and development that influence the job satisfaction of employees in Nepalese organizations. Similarly, the study also concludes that training and development is the most significant factor followed by compensation that influence the employee performance in Nepalese organizations.

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