

PERCEIVED DETERMINANTS OF EMPLOYEE PERFORMANCE IN NEPALESE COMMERCIAL BANKS

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Abstract

Employee performance has become a critical issue due to rising competition, changes in digital banking, and evolving customer requirements in the financial industry. Understanding the perceived determinants has become crucial for improving employee productivity while maintaining institutional performance. This study set out to investigate the factors that commercial banks (CBs) believe influence employee performance. A structured, self-administered questionnaire was administered to 267 bank employees from Nepalese commercial banks based on a convenience sampling technique. Explanatory and descriptive research designs were adopted to measure the perceived determinants of employee performance in the banking industry. Job security, physical working environment, and supervisor support positively impact employee performance. The working environment and supervisor support had the most effect on employee performance. The empirical research provides insights into bank management and policymakers on which two elements, supervisor support and working environment, should be considered when developing strategies that aim to boost workforce productivity and institutional performance in the financial sector.

Keywords: bank management, employee performance, financial industry, workforce management, working environment

1. Introduction

Institutions aim to be successful in the global market in the current competitive environment. The success of the institution is significantly influenced through employee performance.

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Employees of the company are responsible for improved performance. A firm can operate and develop effectively with competent human resources (Shammot, 2014). Thus, workers are seen as an important resource for any company looking to boost productivity (Nor, 2018).

Previously, in the latter part of the 20th century, workforce performance was believed to result from a mixture of ability and inspiration when adequate resources were available; hence, encouraging individuals became an essential part of most organization strategies. Employee quality is an important influence on performance (Amha & Brhane, 2020). Thus, an individual's willingness and openness to carry out their job responsibilities determine how well they perform. Additionally, workers may be more productive and perform better if they are willing and receptive to doing their duties. (Raziq & Maulabakhsh, 2015). The willingness and acceptance of employees and others in managing the company determine how well employees perform. The workplace atmosphere is thought to produce better results and more productivity. An improved physical workplace will motivate staff members and eventually increase production (Nahariddin & Sadegi, 2013). Organizations can no longer afford to squander their employees' potential in the cutthroat business world of today (Bakhtiyari, 2019). The physical environment, congested offices, and employee dissatisfaction are all contributing factors to the decline in productivity (Carnevale, 1992).

Amha and Brhane (2020) established that adaptation to the work environment is an important factor in employees' success. Nobelt (2003) explores that more focus should be placed on recognizing and improving the workplace since employees who have a bad opinion of their surroundings may experience long-term stress. How people perform their jobs is influenced by organizational guidelines, procedures, cultures, properties, operational affairs, workplace location, and both internal and external environmental factors. (2002, Opperma). There are both positive and negative effects of the job environment (Purity et al., 2017).

Similarly, when workers have a negative perception of job security and safety, their performance suffers. As people break the rules, their attitudes shift, which increases workplace accidents, absenteeism, and job unhappiness. Support from supervisors, relationships with coworkers, employment safety and security, working hours, and the need for respect are some aspects of the workplace that influence job unhappiness. (Raziq & Maulabakhsh, 2015). Trust is built through management support, employee motivation, and a positive work attitude, thereby increasing employee commitment and improving performance (Casper et al., 2021).

Thus, a welcoming and comfortable work atmosphere will improve employee performance, which will improve organizational performance (Nanzushi, 2015). The level of workforce commitment and organizational focus is unquestionably intervention by the workplace. So, it is important to consider the workplace's effect on the presentation of its representatives (Acharya, 2024). As a result, creating a suitable work environment lowers absenteeism and job discontent while boosting worker output and yield. Determining the elements of the organizational settings that influence employee performance is crucial. Therefore, it is necessary to investigate how worker performance is impacted by the workplace.

A favourable association between the institutional setting and workers' job performance, since most research indicates that the organizational internal setting enhances worker performance (Acharya, 2024; Saidi et al., 2019; Alemu, 2022; Zhenjing et al., 2022). However, a favourable, optimistic association between worker performance and the job place environment (Amha & Brhane, 2020). In a similar manner, employee performance was most significantly impacted by institutional supervisor support (Saidi et al., 2019). However, employee job performance was

most significantly impacted by the ability factor (Prasetya, 2018). Likewise, work-life balance, employee rewards, and workplace performance were found to be strongly correlated (Alemu, 2022). This study investigates the alleged factors of employee performance engaged in Commercial Banks.

2. Literature Review

This section of the study offers a summary of existing information to help find relevant concepts, approaches, and research gaps. It offers the fundamentals of the subject and study areas.

2.1 Theoretical background

Before beginning any research or study, it is necessary to understand the underlying theories that form its foundation. Therefore, Maslow's Pyramid of Needs and Frederick Herzberg's Philosophy are the two theories examined in this study. The human needs that drive individuals to accomplish institutional objectives are outlined in Maslow's Hierarchy of Needs.

Maslow (1943) first claimed that before meeting higher-level growth requirements, people must first address lower-level deficit needs. A psychology theory called Maslow's hierarchy of needs divides human motivation into five levels: Safety needs (SN), social needs (SNs), physiological needs (PN), esteem/ego needs (ER), and Self-actualization Needs (SaN). According to Maslow, individuals are driven to fulfill these needs hierarchically, with some needs being prioritized over others. He also highlighted that behaviors are often influenced by multiple motivations simultaneously, and that these needs may vary due to personal traits or external factors.

A philosopher of motivational theory and a management expert, Herzberg (1959), job dissatisfiers are linked to job context, while job satisfiers are related to job content. This philosophy, also known as the hygiene perception of motivation, categorizes aspects of job satisfaction as hygiene variables that are associated with negative emotions and workplaces. Motivating elements include things like achievement, acknowledgment, the task itself, accountability, advancement, and development. Herzberg concluded that maintaining motivation and preventing dissatisfaction requires hygienic factors and motivator factors.

2.2 Observed Studies

The study examined the influence of organizational setting on employees' job performance at Nepalese commercial banks (CBs). This study looks at how workers' productivity is impacted by their workplace. The majority of earlier research has confirmed the idea that a variety of factors, including skill, official culture, management and rewards, training, development, and others, affect employee performance. A few articles on comparable topics have been reviewed by the study.

2.2.1. Job Security (JS)

JS refers to the declaration that an employee's job will be engaged as a result of the nation's general financial and revenue status (Jame, 2012). Job security (JS) influences the following: improved inspiration, expert consistency, a covered resume, and consideration (Heibutzaki, 2013). An employee's evaluation of probable risks to their current position is reflected in work security, which includes the perception of employment quality, assurance of job continuity, and absence of risk factors. Thus, employee performance, advancement, growth, employment continuity, and pay can all be considered aspects of JS.

Ahmed et al. (2017) examine the association between job security (JS) and job performance (JP) in developing economies through the prism of employee engagement. In this instance, employee performance was the dependent variable, job security was the independent variable, and employee engagement was the mediating variable. The study's findings showed a positive association between job security and employee commitment, as indicated by higher route coefficient values.

Prasetya (2018) examined the elements affecting workers' performance at PT Wim Cycle Indonesia-Surabaya's operations division. According to the study, employee job outcomes and job motivation/job setting are positively and meaningfully interrelated.

Ofre and Andow (2023) aimed to evaluate the outcome of job security on employee performance at Nigerian Engineering and Construction Company (NECC). According to a study the study concluded that, employee performance is highly impacted by job security. The study showed that employment uncertainty has a detrimental effect on workers' performance by making it more difficult for them to concentrate on their current tasks and reach their objectives.

The following theories are established based on an empirical review and theoretical foundation:

H1: *There is a significant positive relationship between job security and employee performance.*

2.2.2. Physical Working Environment (PWE)

According to Vischer (2008), stated that a positive work environment should be prioritized since it facilitates employees' ability to do their duties. It must assist employees in finishing their tasks.

Acharya (2024) concluded that employee performance and the workplace were significantly correlated. However, the official working setting had a detrimental effect on employee outcomes, whereas the social environment, job characteristics, and training and development had a beneficial effect. Similarly, job features and the social work environment had the least influence on employees' performance, although training and development had a considerable impact. The findings revealed that a helpful work environment grows employee output.

Demus et al. (2015) explored the factors influencing employee performance, which were interpersonal relationships, supervision, management development program, and worker welfare. The research found that there is a robust connection between job performance and the effects of interpersonal connections, supervision, training and development, and employee satisfaction.

Shikdar (2002) claimed that ergonomic elements of the physical workplace, such as functionality and spatial arrangement, are included in the physical environment. The surroundings and circumstances in which people work are referred to as the physical work environment. These characteristics include things like workstation layout, lighting, temperature, information quality, noise levels, and tool and equipment accessibility. A cozy and encouraging physical workspace can boost motivation, performance concentration, and productivity.

Zhenjing et al. (2022) examined how an employee's work environment affects their performance, with the relationship being mediated by the employee's commitment and capacity for achievement-striving. Employee obligation is the level of dedication, devotion, and participation an employee has for their employer. Achievement-striving ability is the capacity and inclination of an individual to set and pursue challenging objectives and to endure setbacks in order to accomplish them.

Amha and Brhane (2020) aimed to analyze the factors of employee job outcomes in the Dessie City Municipality. Training, motivation, leadership, and the physical workspace were the determinants. According to the study's findings, operational safety and health, physical elements including space, seating arrangements, lighting, and air conditioning, and interpersonal interactions among coworkers are the primary determinants of employee performance.

Alemu (2022) explored the factors influencing employees' performance, which were official workplace environment, reward administration, leadership behavior, management development, and work-life balance (QWL). While the other indicators showed a weak positive linear link with their performance, the quality of work-life balance (QWL) of employees and the awards they received were strongly correlated. Thus, a positive work environment improves employee performance and their level of satisfaction.

Grounded on the theoretical, and empirical review, the following hypotheses are framed:

H2: There is a significant positive connection between the physical working environment and employee performance.

2.2.3. Supervisor Support (SP)

A professional's intervention to help a junior member of the same profession acquire more knowledge is known as supervision (Demus et al., 2015). Employees felt devoted to their work and talented of handling obligations at work after receiving

encouragement from their supervisors. Simultaneously, this assistance enhanced their capacity for planning, and their technical and professional skills enhanced their accomplishment of job objectives (Saleem et al., 2022). By supporting their subordinates, supervisors can help workers feel more confident. This would help their followers develop and acquire additional skills and experience in their professional field.

Saidi et al. (2019) observed the interrelation between employee job performance and the workplace. Aspects of the workplace environment include physical facilities, health, office layout, equipment, supervisor behavior, and working hours. The research revealed a substantial association between the DV and IVs.

Similarly, Goet (2022) investigated the workplace situation and its impact on employees' performance in Nepalese Commercial Banks. The study concluded that interactions between supervisors and subordinates affect the physical environment, which includes office layouts, temperature, and work settings, all of which significantly enhance employee performance. In a similar vein, employees' performance was only slightly impacted by teamwork and supervisor support.

The theoretical and empirical review led to the following hypothesis:

H3: There is a considerably supportive association between supervisor support and employee performance.

2.2.4. Employee Performance (EP)

Sinha (2001) explored that an employee's performance depends on the employee's readiness and honesty to do their job. The researcher also indicated that employees' willingness and openness to do their jobs could increase their productivity, which in turn would lead to good performance. Therefore, the result of an employee's talent, effort, and task perception is their performance. Giving employees concrete examples and feedback during performance assessments is crucial. An employee's performance is the outcome of their skill, effort, and task perception. During performance reviews, it is essential to provide staff with specific examples and criticism.

Similar to this, several factors affect employee turnover, including job satisfaction, the perception of organizational support, possibilities for professional progression and development, the organizational climate, leadership styles, and flexible work schedules (Dhakal et al., 2024).

Table 1 Review of observed evidences

Study/Author (s)	Major Conclusion
Demus et al. (2015)	▪ The research found a negligible correlation between employee performance and interpersonal relationships. ▪ The correlation between employee performance and supervision was found to be negligible. ▪ It revealed a negligible correlation between employee performance and training and development.

	▪ The study showed a substantial correlation between employee performance and welfare.
Ahmed et al. (2017)	▪ The research showed a significant positive influence of job security on employee performance, with employee engagement as the mediating variable.
Prasetya (2018)	▪ The study shows that employee performance and work ability are positively correlated. ▪ It demonstrated a favorable correlation between employee performance and work motivation. ▪ The study found a negative correlation between employee performance and work experience. ▪ Leadership and employee performance are positively correlated. ▪ There was a perceived inverse relationship between communication and employee performance.
Saidi et al. (2019)	▪ The study shows there is a positive correlation between employee performance and the physical workplace. ▪ The study found a strong positive correlation between supervisor support and worker performance. ▪ The study found a weakly negative correlation between employee performance and relationships with coworkers. ▪ A weakly positive correlation was found between employee performance and job security. ▪ The research showed a weakly positive correlation between employee performance and working hours.
Amha and Brhane (2020)	▪ The study shows that training has a good and significant impact on employee performance. ▪ The study found that employee performance is positively and significantly impacted by motivation. ▪ Employee performance was found to be significantly and positively impacted by leadership. ▪ The work environment was proven to have a positive and significant impact on employee performance.
Alemu (2022)	▪ The study revealed a weak positive link between the physical working environment and employees' performance. ▪ The study believed that there was a strong positive correlation between employee performance and rewards. ▪ There was a slight positive correlation found between employee performance and management and leadership style. ▪ The study discovered a marginally positive relationship between training and development and employee

	performance.
	▪ Work-life balance and employee performance were found to be significantly positively correlated.
Goet (2022)	▪ Job aids were found to have a significant effect on employees' performance, while teamwork had the least effect. ▪ The physical environment was found to have a significant impact on employees' performance, while supervisor support had the least effect.
Zhenjing et al. (2022)	▪ The study demonstrated a favorable correlation between the working environment and employee performance, with employee dedication and achievement-striving ability acting as mediating variables.
Acharya (2024)	▪ The study showed that the social work environment had a less significant effect on employees' productivity. ▪ It was discovered that training and development had a big impact on worker performance. ▪ The study found that the physical workplace had a negligible impact on workers' performance. ▪ The impact of work characteristics on employees' performance was shown to be less significant.
Ofre and Andow (2023)	▪ Showed that job stability has a major impact on workers' performance. ▪ Employee performance and promotions were found to be positively and significantly correlated. ▪ Employee development was determined to have a negligible and negative impact on employee performance. ▪ It was discovered that wages have a positive and considerable impact on employee performance.

3. Methods

3.1. Study Design

The empirical study's goal is to find out how employee performance, the dependent variable, is impacted by independent variables such as job security, physical workplace, and supervisor support. A cross-sectional study approach was used to distribute questionnaires once in order to collect data. A quantitative study approach was employed for data analysis, allowing evaluation by statistical, mathematical, or computational techniques. Similarly, the study employed a deductive approach based on Maslow's hierarchy of needs (1943) and Frederick Herzberg's theory (1959).

Next, a descriptive research design was used in this study to confirm findings and provide specifics about the respondents' demographics. Additionally, relationships between job security, the physical workplace, supervisor support, and employee performance were investigated using a relational research technique. Lastly, to find out

how changes in independent factors affect dependent variables, a causal study design was used.

3.2. Population and Sample

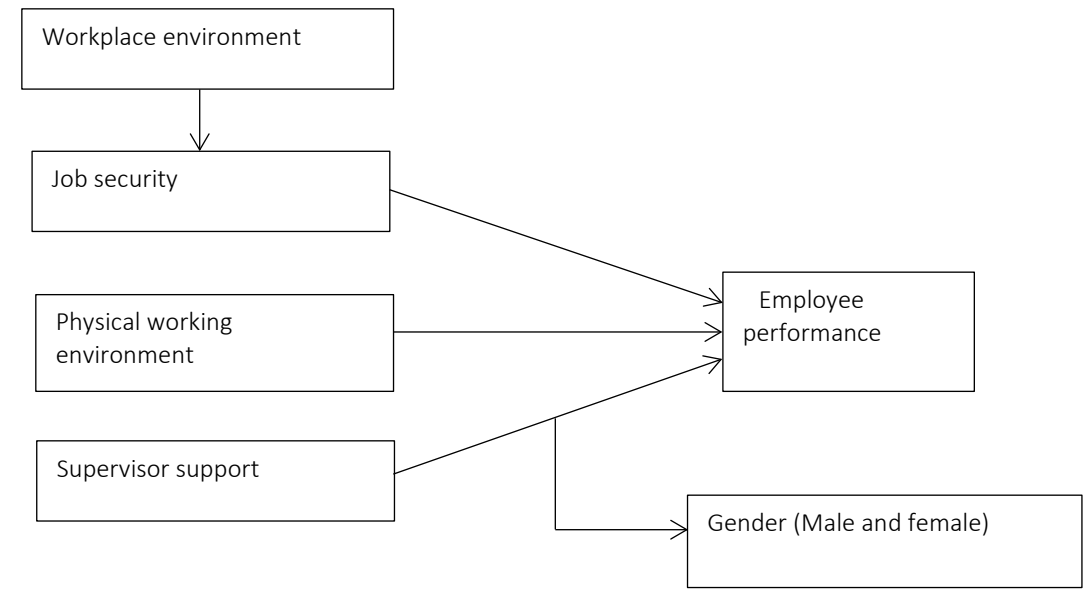
The target respondents of the study is the employees of commercial banks in Nepal. There are 20 commercial banks in Nepal (Neupane, 2020). Of the 20 commercial banks, the study was limited to four: Himalayan Bank Limited (HBL), Kumari Bank Limited (KBL), Citizens Bank International Limited (CZBIL), and Nepal Bank Limited (NBL). A convenience sampling technique was adopted, and data were collected from bank employees between May and July 2025. Questionnaires were distributed to 315 respondents, and 273 were returned. Of these, only 267 questionnaires were valid and complete, so the final sample for this study was 267.

3.3. Nature and Foundations of Data

This investigation was based on primary data sources. In order to determine how the work environment affects employees' performance, respondents were asked about objective-related and demographic aspects by using five point Likert-scale questions. Five objects were taken from a scale created by Wong, Wong, & Wong (2015), Altinay, Dai, Chang, Lee, Zhuang, & Liu (2019), and Twagirumukiza (2015). The physical working environment was measured using four items adopted by (Alemu, 2022). Likewise, supervisor support was extracted from three items developed by (Saleem, Malik, & Qusim, 2022). Similarly, employee performance was assessed using four items from Saleem, Malik, and Qusim (2022). The study reviewed literature and developed a questionnaire based on scholar published articles, papers and reports.

Figure 1 displays a theoretical outline for the study.

Figure 1 Conceptual framework



The figure shows the associations between the dependent and independent factors (IVs) such as job security, the physical workplace, and supervisor support. In empirical research, gender acts as a moderating variable to explain how these independent variables (IVs) affect performance.

Table 2 Source of variables

Variables	Sources
Job security	Ahmed et al. (2017); Saidi, et al. (2019); Ofre and Andow (2023)
Physical environment	Saidi et al. (2019); Alemu (2022); Goet (2022); Acharya (2023)
Supervisor support	Demus et al. (2015); Saidi et al. (2019); Goet (2022)
Employee performance	Demus et al. (2015); Amha and Brhane (2020); Alemu (2022)

4. Results

4.1. Gender Division of Population

Table 3 Sex of the respondents

Gender	Frequency	Percent (%)
Male	113	42.3
Female	154	57.7
Total	267	100

Table 3 presents the characteristics of respondents by gender. Among the 267 employees who responded, 113 were male, and 154 were female. Males made up a relatively smaller proportion of the sample than females. According to the findings, female respondents made up 57.7 percent of the total, while male respondents made 42.3 percent. This study projects that female participation in the field of banking sectors is relatively higher in comparison to male.

4.2. Age Group of Respondents

Table 4 Classification of the Population through Age Group

Age	Frequency	Percent (%)
Below 20	8	2.9

21-49	256	96.2
Above 50	3	1
Total	267	100

Table 4 illustrates the profile of respondents by level of age group category. Of the total respondents, 8 were under 20, 256 were between 21 and 49, and 3 were over 50. Table 4 shows that 2.9 percent of the population is under 20, 96.2 percent is between 21 and 49, and 1 percent is over 50. Youth participation in the banking industry is higher than in other age groups.

4.3. Work Experience of the study area population

Table 5 Job experience of the respondents

Job experience	Frequency	Percent (%)
Below 3 years	72	26.9
3 to 5 years	90	33.7
Above 5 years	105	39.4
Total	267	100

Table 5 presents the work experience of the study's respondents. The results shows that 72 respondents out of 267 are found below 3 years of experience, and 90 respondents have 3 - 5 years of experience, while 105 respondents have more than 5 years of experience in banking sectors. To illustrate this ratio in percentage, 26.9% have less than 3 years of work experience, 33.7 percent have 3 to 5 years, and 39.4 percent have more than 5 years. It indicates that most respondents have more than three years of work experience in the field of study.

4.4. Academic Qualification of the Respondents

The table below shows respondent's academic background in chronological order:

Table 6: Academic qualification of the respondents

Academic qualification	Frequency	Percent (%)
Plus 2	33	12.5
Bachelors	154	57.7
Masters	80	29.8
Total	267	100

Table 6 presents the respondents' profiles by academic qualification strata. Out of 267 respondents, 33 are found at the plus 2 level, 154 at the bachelor level, and 80 at the master level. As shown in Table 6, the highest percentage of participants by academic qualification was at the bachelor level (57.7%), 29.8 percent is found the master level,

and 12.5 percent were at the plus 2 level. It shows that most responders have advanced degrees.

4.5. Descriptive Statistics

Table 7 Descriptive statistics for all samples

Variables/Statistics	Mean	Median	Std. Deviation	Variance	Skewness	Kurtosis
Job security	3.25	3.25	0.73	0.53	-0.10	1.08
Physical working environment	3.09	3.25	0.73	0.54	-0.34	0.91
Supervisor support	3.24	3.33	0.93	0.86	-0.53	0.10
Employee performance	3.58	3.75	1.01	1.02	-0.90	0.37

Table 7 shows the descriptive statistics of samples. Notably, job security has the higher mean value of all the independent factors at 3.25, followed by supervisor support with the weighted mean value of 3.24 and physical working environment with the mean value of 3.09; however, the dependent variable, employees job output, has the mean worth of 3.58.

4.6. Independent Sample t-test Based on Gender

Table 8 Mean difference in the perception of variables across gender

Variables	Gender	Mean	Std. Error Mean	Std. Deviation
Job security	Male	3.17	0.132	0.874
	Female	3.31	0.077	0.594
Physical working environment	Male	2.95	0.135	0.898
	Female	3.20	0.073	0.569
Supervisor support	Male	2.99	0.164	1.089
	Female	3.42	0.097	0.749
Employee performance	Male	3.45	0.173	1.144
	Female	3.68	0.116	0.899

Table 8 presents the mean values for respondents by gender. Of the three independent variables, i.e., job security, physical working environment, and supervisor support, the highest mean value is 3.17 for males and 3.31 for females. Similarly, the physical working environment indicates a mean value of 2.95 for males and 3.20 for females. Likewise, supervisor support reveals 2.99 for males and 3.42 for females. Lastly, for the dependent variable, employee performance, the mean for males is 3.45 and for females is 3.68, which is higher than the mean of the independent variable.

4.7. Independent Sample t-Test

Table 9. Independent sample t-test for equality of means across gender

Variables	Equal variance	Levene's Test for Equality of Variances		t-test for Equality of Means			Hypothes es result
		F	Sig.	t	Sig. (2- tailed)	Mean Differen ce	
Job security	Equal variances assumed	5.05	0.027	-0.99	0.326	-0.142	Null hypothes es
	Equal variances not assumed			-0.93	0.355	-0.142	accepted Null
Physical working environment	Equal variances assumed	7.69	0.007	-1.74	0.084	-0.251	hypothes es
	Equal variances not assumed			-1.63	0.108	-0.251	accepted Null
Supervisor support	Equal variances assumed	8.12	0.005	-2.39	0.019	-0.430	Null hypothes es
	Equal variances not assumed			-2.26	0.027	-0.430	s rejected Null
Employee performance	Equal variances assumed	4.14	0.044	-1.17	0.245	-0.234	hypothes es
	Equal variances not assumed			-1.13	0.263	-0.234	s accepted

Table 9 presents the independent-samples t-test for equality of means across genders. Based on result, in examining job security, the mean difference between males and females is 0.142 with a p-value of 0.027, suggesting an insignificant mean difference as the null hypothesis is accepted (p=0.326). In the physical workplace, with a mean difference of -0.251 and p-value of 0.007, the null hypothesis is also accepted (p=0.084), indicating insignificance. In contrast, supervisor assessments show a mean difference of -0.430 and p-value of 0.005, leading to rejection of the null hypothesis (p=0.019), indicating significance. Finally, for the dependent variable employee performance, the assumption of equal variance (p-value = 0.044) holds, and the mean difference is -0.234 (p-value = 0.245), which is larger than 0.05, leading to the acceptance of the null hypothesis and an insignificant mean difference.

4.8. Correlation Analysis

Table 10 Relationship between variables for all samples

Variables	JS	PWE	SS	EP
JS	1			
PWE	.633**	1		
SS	.571**	.729**	1	

EP	.613**	.653**	.745**	1
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Table 10 shows the variable under investigation's association analysis. With a value of 0.613, a constructive and substantial association between JS and employee outcome. With a correlation coefficient of 0.653, employee performance and the physical workplace have a favorable and substantial link. In a similar vein, a correlation value of 0.745 shows a strong and positive relationship between employee performance and supervisor support, suggesting that supervisor assistance has a beneficial impact on employees' capacity to successfully and efficiently accomplish their objectives. Therefore, it shows that job stability, the physical workspace, and supervisor support are favorably and strongly related to employee outcome.

4.9. Regression Analysis of the Employee Performance

4.9.1. Impact of Job security on Employee Performance

Table 11 Impact of job security on employee performance

Coefficients	Unstandardized Coefficients		t	Sig.	F	Sig.	Model result	Adjusted R Square
	B	Std. Error						
(Constant)	0.802	0.363	2.206	0.03	61.471	0.001	Model is fit	0.37
JS	0.855	0.109	7.84	0.001				
Hypotheses result: Null hypotheses rejected at the 0.01 level								

a Dependent Variable: Employee performance

Table 11 shows the findings of the regression study pertaining to job security and worker's performance. From this study the researcher identify that worker performance and job security are positively correlated. The coefficient in job security is 0.855, indicating that an increase the job security improves employee performance. The F value is 61.471, and the significance value is less than 0.001; the regression model seems to be a good fit. The adjusted R-squared value from the regression analysis is 0.37, and the t-value is 7.84.

4.9.2. Impact of Physical Working Environment on Employee Performance

Table 12 Impact of physical working environment on employee performance

Coefficients	Unstandardized Coefficients		t	Sig.	F	Sig.	Model result	Adjusted R Square
	B	Std. Error						
(Constant)	0.796	0.329	2.42	0.017	75.93	0.00	Model	0.421

PWE	0.901	0.103	8.714	0.001	1	1	l is fit
Hypotheses result: Null hypotheses rejected at the 0.01 level							
a Dependent Variable: Employee performance							

Table 12 shows that, with a 99 percent confidence level, the physical operational environment has a favorable effect on staff's performance. The coefficient value for the physical working environment is 0.901 that suggests a better physical working environment. Thus the data shows when higher the rate in employee productivity they feel more secured, thereby enhancing employee performance is a must for job security. The regression model appears to be a good fit because the p-value is less than 0.001 and the F-value is 75.931. The regression analysis yielded an adjusted R-squared value of 0.421.

4.9.3. Impact of Supervisor Support on Employee Performance

Table 13 Impact of supervisor support on employee performance

Coefficients	Unstandardized Coefficients		t	Sig.	F	Sig.	Model result	Adjusted R Square
	B	Std. Error						
(Constant)	0.954	0.243	3.93	0.001	127.10	0.00	Model is fit	0.55
SS	0.812	0.072	11.274	0.001	1	1		
Hypotheses result: Null hypotheses rejected at the 0.01 level								
a Dependent Variable: Employee performance								

Table 13 demonstrates how supervisor assistance affects employee performance. Regression analysis as a tool that used to assess how supervisor's support the study's independent variable affects employee performance performance. Employee performance is positively impacted by supervisor's assistance, accordingly, a significant regression coefficient of 0.812 shows the value of employee performance. The study result shows that the hypothesis is rejected at the 0.01 level, as evidenced by the p-value ($P < 0.01$). Here, the model is fit because the significance level is less than 0.001; it means the null hypothesis is rejected at the 0.01 level. This affirms the accuracy of the predictions outlined in the coefficient table. The F value and adjusted R-squared value are 127.101 and 0.55, respectively. Because of this, there is a progressive relationship between job security and worker performance, which means that when employees feel extremely secure in their positions, they usually perform better.

5. Discussion and Conclusion

The results are compared with the theories and empirical research covered in the literature review portion in this phase of the study. This study's primary goals are to find out what elements commercial banks (CBs) think affect worker performance. The results

are contrasted in this section with the theories and empirical research covered in the literature review section. According to this study, job stability enhances motivation, reduces stress, fosters better teamwork and collaboration, and lowers turnover, all of which boost overall performance. In support of these findings, Ahmed et al. (2017) and Ofre and Andow (2023) showed a positive relationship between job security and employee performance. However, the study differs from that of Loreen and Chirasha (2018) and Ofre and Andow (2023), which found a statistically substantial negative relationship between job security and employee performance. The performance of commercial bank employees was favorably and statistically significantly connected with their physical workspace, indicating that well-designed, comfortable workspaces increase employees' motivation, productivity, and overall job satisfaction. Aspects of the physical environment that enhance focus, reduce fatigue, and foster teamwork include lighting, ergonomics, space, and cleanliness-all of which eventually lead to improved performance. The findings are consistent with Goet's (2022) observation of the encouraging association between the physical working environment and employee performance. Furthermore, another study by Saidi et al. (2019) concluded that the physical working environment is positively correlated with employee performance. Excessive workload and an obstructive organizational culture are identified as reasons for turnover intention in the banking industry (Dhungana et al., 2025).

Likewise, impact of supervisor support on employee performance is positive and significant which indicates that when the supervisor provide guidance feedback and emotional support to employee, employee are more likely to feel valued and motivated in their roles which support faster a sense of belonging and enhance job satisfaction, lending increased engagement and productivity the results supported by Saidi, et al. (2019) found to be the dominant variable to increase employee performance.

5.1. Conclusion Policy Implications

In the Nepalese banking sector, the most important perceived factors influencing employee performance are job security, work atmosphere, and supervisor assistance. The working environment and supervisor assistance are the most significant factors influencing employee success. Support from supervisors improves worker performance, especially when workers encounter more challenging tasks. Improved employee performance is supported by work settings that lessen discomfort and distraction for employees. The study offers bank management and policymakers' insights into two factors that should be taken into account when creating strategies to increase labor productivity and institutional performance in the financial sector: supervisor support and working environment. This study has certain limitations, including a primary cross-sectional survey, a limited set of variables, and a focus on the Nepalese context. This study provides new ground for future research. Thus, future studies can be conducted in other geographic areas with additional study variables.

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