



Effect of flexible work environment on employee job satisfaction of Nepalese commercial banks

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Abstract

This study examines the effect of flexible work environment on employee job satisfaction in Nepalese commercial banks. Employee satisfaction is the dependent variable. The selected independent variables are flexible work environment, telecommuting, work shifting, organizational culture, employee training and job sharing. The primary source of data is used to assess the opinions of the respondents regarding different factors affecting employee job satisfaction in Nepalese commercial banks. The study is based on primary data with 121 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 flexible work environment, telecommuting, work shifting, organizational culture, employee training and job sharing on employee job satisfaction in Nepalese commercial banks.

The study showed that flexible work environment has a positive impact on employee job satisfaction. It implies that providing flexible work environment leads to employee job satisfactions. Likewise, telecommuting has a positive impact on employee job satisfaction. This means that facility of telecommuting leads to the employee job satisfaction. Similarly, work shifting has a positive impact on employee job satisfaction. It indicates that the work shifting provided by Nepalese commercial banks leads to increase in employee job satisfaction. Moreover, organizational culture has a positive impact on employee job satisfaction. It implies that proper and supportive organizational culture leads to increase in employee job satisfaction. Likewise, employee training has a positive impact on employee job satisfaction indicating that training and developments provided by the banks to their employees leads to increase in employee job satisfaction. However, job sharing has a negative impact on employee satisfaction. It indicates that practices of job sharing in the organization leads to decrease employee job satisfaction.

Keywords: Flexible work environment, telecommuting, work shifting, organizational culture, employee training and job sharing.

1. Introduction

Flexible working environment are those programmes designed by employers to allow employees have more scheduling freedom to enable

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them perform the obligations required of their positions, with the aim of achieving increased flexibility for organizations, better work-life balance and improved organizational performance (Klindzic and Marić, 2019). According to Menezes and Kelliher (2011), flexible working arrangements in are taken to be arrangements which allow employees to vary the amount, timing and/or location of their work and which are designed to enable them to balance the demands of their work and non-work lives more effectively. According to De Menezes and Kelliher (2011), flexible working arrangement is defined as working arrangements which allow employees to vary the amount, timing or location of their work. Flexible work arrangement practices are designed to keep employees motivated and satisfied with work and non-work related roles. Likewise, work flexibility is defined as the ability of workers to control the duration of their good work from any location based on the schedule that has been given (Atkinson and Hall, 2011). Lewis (2003) stated that flexible working arrangements is organizational policies and practices that enable employees to vary, at least to some extent, when and/or where they work or to otherwise diverge from traditional working hours. According to Workplace Flexibility (2010), flexible work arrangement can be considered as “any one of a spectrum of work structures that alters the time and/or place that work gets done on a regular basis.” Also, it is considered as work options with flexibility regarding where and when a work is performed (Rau and Hyland, 2002).

Flexible work arrangement is commonly known as flexible work scheduling, which refers to altering the time and hours of working in a week (Hill *et al.*, 2001). Bardoel *et al.* (1998) stated that flexible work arrangements are more commonly found in the service industry than in the manufacturing industry, and unions are more supportive of flexible work arrangements for employee welfare. Cole (2006) stated that flexible work arrangement also known as flex time, sabbaticals, vacations, and leaves. These flexible work arrangements allow for short-term refer to a work environment and schedules that are not subject to the normal restrictions of traditional work. Flexible working practices are usually defined as both formal and informal organizational strategies which allow employees to break loose from the traditional 9-to-5 work schedule and help them achieve a better work – life balance (Tietze and Musson, 2002). According to Olmstead and Smith (1994), flexible working gives the opportunity for employees to work in accordance with their biological clock reduce costs of commuting and spend more time on family and leisure activities. Wadhawan (2019) stated that flexible

working is increasingly recognized as a strategic tool to manage space, time, and employees more effectively within the uncertainty of environment and the global economy.

Flexible work practices are designed to meet the needs of employers, thus improving the work–life balance of employees in a manner consistent with the needs of the company and conducive to job satisfaction and job performance (Ehnert *et al.*, 2019). Scordato and Harris (1990) stated that flexible work arrangement can be effectively used for the positions like human resource generalist, international manager, counsellor, line jobs, supervisory positions, network designer, and information specialist and so on. Among the several types of flexible work arrangement, flextime schedule is one of the arrangements that allows an employee to choose his/her preferred start and end time, but fulfil the required number of working hours per day, and be at work during the core hours of a day, however, the extent of variations in flextime programs are usually given by the firms (Swanberg and Johnson, 2008). According to McNall *et al.* (2009), the presence of flexible work arrangement such as flextime and compressed workweek at organizations make employees feel much enriched, which in turn, results in higher job satisfaction. Flexible work arrangement can benefit both the employers and the employees and the benefits include higher commitment, lower turnover, reduced work-family conflict, higher autonomy and higher job satisfaction (Omondi and K’Obonyo, 2018). Flexible working hour is the employee’s discernment to choose the time to work in a range of possibilities, such as having “core” hours and flexible hours or having total flexibility to decide when to work. Flexible working location is the adaptability to conduct work from home or other locations of employee’s discretion (Ciarniene and Vienazindiene, 2018).

According to Ramakrishnan (2019), flexible working arrangement have positively attributed to the improvement in employees’ performance. Job satisfaction of employees seems to be higher due to flexible working possibilities and much time is saved from telecommuting and that has been considered as one main advantage (Saarenoksa, 2021). Flexible work arrangement, supported regulations of the organization, and types of work have positive and significant relationships with employees’ productivity (Soujanya, 2018). There is a positive impact of flexible work arrangement on the engagements of employees and a negative impact on turnover intentions (Gašić *et al.*, 2021). Further, Dousin *et al.* (2019) revealed that flexible working hours and supportive supervision has a significant and positive impact to job

performance. Job satisfaction positively mediates the relationship between flexible working hours and supportive supervision towards job performance. Muhammad *et al.* (2022) stated that the working environment good for them, hence most of the employees are satisfied from their job. The regression analysis indicates that there is positive and direct association of the working environment with the job satisfaction. That is if the working environment is supportive and positive than the job satisfaction level of the people increases and vice versa.

Nawangarsi *et al.* (2019) stated that flexible working hours have an influence on employee motivation and employee engagement. This means that if the company applies flexible working hours, can improve employee motivation and employee engagement. Kröll and Nüesch (2019) revealed that flexitime, sabbaticals and working from home significantly increase job satisfaction, that sabbaticals and working from home significantly decrease turnover intention and that sabbaticals significantly increase leisure satisfaction. Furthermore, Neirotti *et al.* (2019) suggested that managers should devote more effort in thinking about restructuring their old work practices in order to implement new forms of work characterized by higher levels of flexibility, which can bring higher returns for the company. Managers should think about implementing flexible work practices, not only for achieving better returns at company level, but also because flexible work can bring benefits at individual level. Putra *et al.* (2020) revealed that flexible work environment provides an academic basis for the use of flexible working hour and remote working systems to increase job satisfaction, especially in the banking industry. Rahman (2019) confirmed that flexible work arrangement have positive and significant impact both on employee satisfaction and work-life balance as well as work-life balance has a positive impact on employee satisfaction. Kresna *et al.* (2019) concluded that an academic basis for the use of flexible working hour and remote working systems to increase job satisfaction, especially in the banking industry.

Davidescu *et al.* (2020) concluded that attention needs to be on a combination of employee development-flexible time and flexible places, leading to an increase in both employee job satisfaction and organizational performance as important outcomes of sustainable human resources management. Wahyudi (2022) advised that leaders must develop flexible work arrangements as alternative work designs, especially during times of crises such as a pandemic. Further research recommendations are emphasized to examine other flexible work arrangements according to contextual needs.

Sabuhari *et al.* (2020) confirmed that human resource flexibility, employee competencies, and job satisfaction significantly influenced employee performance, but organizational culture adaptation did not have any significant effect on employee performance. Shagvaliyev and Yazdanifard (2014) investigated the relationship between flexible working hours and work life balance. By employing flexibility in working, organizations are making able to build the culture of trust. It enables the employees to control his/her working time duration as well as location of work (remotely from office). Employers have introduced flexible working packages (part of work-life policy) in order to attract, recruit, and retain highly qualified staff to their organizations and work to build upon the well-being of the employees.

In the context of Nepal, Shrestha (2020) examined the impact of affective commitment, job satisfaction and job stress on turnover intention of Nepalese bank employees which confirmed that when employees are satisfied with their jobs and are emotionally attached to the organization, they are less likely to think of quitting their jobs. Rajbanshi (2022) revealed that flexibility, freedom in doing work, increases in productivity, work-life balance, and cost-effectiveness were found to be perceived advantages of flexible work environment. According to Yukongdi and Shrestha (2020), if employees are satisfied with their jobs and are emotionally attached to the organization, they are less likely to think of quitting their jobs while stress at work could contribute to increasing turnover intention. In addition, Shrestha (2019) found that flexible work environment promotes adequate and fair compensation, safe and healthy working condition, opportunity to use and develop human capabilities, opportunity to growth and security, social integration, constitutionalism, social relevance of work life; work and total life span of the people.

The above discussion reveals that the empirical evidence varies greatly across the studies concerning the effect of flexible work environment on employee job satisfaction. Though there is above-mentioned empirical evidence 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 main purpose of the study to examine the effect of flexible work environment on employee job satisfaction in Nepalese commercial banks. Specifically, it examines the relationship of flexible work environment, telecommuting, work shifting, organizational culture, employee training and job sharing with employee job satisfaction in Nepalese commercial banks.

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

2. Methodological aspects

The study is based on the primary data. The data were gathered from 121 respondents through questionnaire. The respondents' views were collected on flexible work environment, telecommuting, work shifting, organizational culture, employee training and job sharing in Nepalese commercial banks. The study is based on descriptive and causal comparative research designs.

The model

The model estimated in this study assumes that employee job satisfaction depends on flexible work environment, telecommuting, work shifting, organizational culture, employee training and job sharing. Therefore, the model takes the following form:

$$EJS = \beta_0 + \beta_1 \text{ FWE} + \beta_2 \text{ TCM} + \beta_3 \text{ WS} + \beta_4 \text{ OC} + \beta_5 \text{ ET} + \beta_6 \text{ JS} + e$$

Where,

β_0 = Intercept of the dependent variable

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ and β_6 = Coefficient of the variables

FWE = Flexible work environment

TCM = Telecommuting

WS = Work shifting

OS = Organizational culture

ET = Employee training

JS = Job sharing

ES = Employee satisfaction

Flexible work arrangement 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 "Flexible work environments provided by banks has decreased my turnover intentions", "Flexible work environments provide better control over their personal responsibilities" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.705$).

Telecommuting 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 able to grow and do my work through home, Telecommuting enhances the reduction of learning” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.715$).

Work shifting 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 “Work shift creates work imbalance among employees”, “I can gain knowledge of almost all the work that the bank provides” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.848$).

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 “I am paid fairly”, “I am treated well by the management and co-workers” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.793$).

Employee training 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 “Trainers have good knowledge and experiences of the company”, “The training organization gives appropriate recognition of knowledge and skills” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.744$).

Job sharing 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 “Job sharing helps me to stress less about my work sometimes”, “Job sharing coverage of my work even during my absence also” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.719$).

Employee satisfaction 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 can see myself working here in five years”, “I am proud to be a part of this company” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.822$).

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

Flexible work environment

According to Klindzic and Marić (2019), flexible working environment are those programmes designed by employers to allow employees have more scheduling freedom to enable them perform the obligations required of their positions, with the aim of achieving increased flexibility for organizations, better work-life balance and improved organizational performance.

According to Shifrin and Michel (2022), flexible work arrangement are associated with better physical health, reduced absenteeism, and fewer somatic symptoms, suggesting that flexible work arrangements can facilitate employees in maintaining their health. Dag *et al.* (2022) found that there is a significant and positive relationship between flexible working systems and the dimension of internal factors of employee satisfaction. Ramakrishnan (2019) stated that there exist a positive attribute of the flexible work arrangement to the improvement in employees' performance. likewise, Galinsky *et al.* (2008) revealed that flexible work environments are connected to a number of positive outcomes for employees who access them including better mental health and reductions in stress, burnout, turnover and absenteeism and increases in retention, loyalty, job satisfaction, innovation, creativity and productivity. Saarenoksa (2021) identified that job satisfaction of employees seems to be higher due to flexible working possibilities. Based on it, this study develops following hypothesis;

H₁: There is a positive relationship between flexible work environment and employee job satisfaction.

Telecommuting

Wojcak *et al.* (2016) stated that information telecommunication technology enables an employee to work at the customer's place, at home, in a means of transport or in a café, flight, or train.

Employees reported increased levels of satisfaction with their physical and mental health stress reduction, child care and parental demand fulfilment and overall satisfaction due to work from home facility (Debnath, 2023). Nilles (1994) defined telework as "working outside the conventional workplace and communicating with by way of telecommunications or computer-based technology". Ellison (2004) found that telecommuting is more specific and means completing work at a remote location in order to decrease commuting

time. Schall (2019) found that increasing remote work in the workplace may be an efficient way to increase employees' job satisfaction levels. Rahim (2022) found that telecommuters have more control over their schedules, making it easier to balance work and personal obligations and possibly reducing stress and improving work-life balance, which contributes to better performance. However, Aguilera *et al.* (2016) concluded that telecommuting is fairly a restricted fact, generally it is an informal working arrangement as its advantages are paired with immediate disadvantages. Based on it, this study develops following hypothesis;

H₂: There is a positive relationship between telecommuting and employee job satisfaction.

Work shifting

Work shifting refers to a wide variety of working time arrangements, including all working hours that are outside the normal daytime ones (Knutsson, 2004). Folkard *et al.* (2007) found that shift systems can be organised in different ways, depending on how several components are set, including shift length, rest breaks and consecutive shifts which may consequently lead to a different impact on employee's performance and wellbeing.

Tausig and Fenwick (2001) found that shift work may contribute to achieving a better balance between the demands of work and family life. Baba and Jamal (1991) revealed that work shift is positively associated with a number of personal and organizational employee job satisfaction. Moreover, a number of strategies on the part of employers and employees involved with shift work might be able to reduce the adverse effects of shift work (Jamal, 1989). Similarly, individuals on such work shifts can plan to fulfil family responsibilities, take part in regularly scheduled off-the-job activities, and cope with physical and mental fatigue better than individuals who work on rotational shifts which have lower potential for routine formation (Jamal and Baba, 1992). However, Nachreiner (1995) found that shift work, especially nights and rotating shifts, has a negative effects on physical health. Based on it, this study develops following hypothesis;

H₃: There is a positive relationship between work shifting and employee job satisfaction.

Organizational culture

If organizational culture creates problems like difficulties in changes, creating barriers to diversity then cultures of that organization are liability for

that organization (Robbins, 2009). Hence, the culture in the organization must be appropriate.

According to Lok and Crawford (2004), organizational culture affects the different people differently because of the way in which they consciously and subconsciously think and make decisions. It all because of what they perceive and what they feel and act upon it after feeling. Likewise, Deal and Kennedy (1982) argued that organizational culture can exert positive effect in organizations particularly in areas such as performance and satisfaction. According to Robbins and Sanghi (2007), employees accept the similar organization culture even with different backgrounds within the organization which eventually improve employee productivity. Soomro and Shah (2019) stated that there is a positive and significant impact of organizational commitment, job satisfaction and organizational culture on employee's performance. Based on it, this study develops following hypothesis;

H₄: There is a positive relationship between organizational culture and employee job satisfaction.

Employee training

Employee training is a process of planning and preparing employees for future jobs and upcoming problems (Kadiresan, 2015). According to Chowdhury and Uddin (2022), training and development program is the continuous process of the organizations that helps to improve their skills, knowledge, and abilities. The study further confirmed that banks are always aware of training and development programs for the reason of productivity.

Uddin (2022) stated that the job training positively impact the employee's current job profiles and their overall satisfaction while working business sector. Islam (2019) revealed that there is a very significant effect of sound training and development program in place, which will help the bank to employee satisfaction and carry out effective performance. According to Hafeez and Akbar (2015), there is a positive significant relationship between employee training and employee satisfaction and the results further elaborated that the more the employee gets training, the more efficient their level of performance would be. Lussier and Hendon (2020) stated that training needs assessment is the most important to analyse the difference between what is currently occurring within a job or jobs and what is required either now or in the future-based on the organization's operations and strategic goals. Based on it, this study develops following hypothesis;

H₃: There is a positive relationship between employee training and employee job satisfaction.

Job sharing

Job sharing is an arrangement where two employees share the work of one full-time position. Salary, leave and benefits are divided between them according to the proportion of time each person works (Curson, 1986).

Meager *et al.* (1990) found that job-sharing has the potential to provide 'win-win'. Job sharing starts from the premise that there is a full-time job to be shared and is expected to make professional and managerial posts open to job share by all employees regardless of their occupational and personal or physical differences. McDonald *et al.* (2009) found that employers benefit from improved productivity, resilience, leadership, commitment, retention and knowledge sharing often requiring other employees to act as a link; one sharer being more competent than the other, and; increased work intensity if sharers are each given full-time workloads. Foster (2007) confirmed that job-sharing can result in marginalization and reduced responsibilities and may only be granted where 'seamless' work handover is possible. However, Trejo (1991) found that work-sharing become more dubious as it is more costly to the organization. Similarly, in some cases part-time or homeworking may be favoured to avoid disruption and costs involved in searching for a job-share 'partner'. Based on it, this study develops following hypothesis;

H₅: There is a positive relationship between job sharing and employee job satisfaction.

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 means and standard deviations have been computed, and the results are presented in Table 1.

Table 1: Kendall's correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 121 observations. The dependent variable is EJS (Employee satisfaction). The independent variables are FWE (Flexible work environment), TCM (Telecommuting), WS (Work shifting), OC (Organizational culture), ET (Employee training) and JS (Job sharing).

Variables	Mean	S.D	FWE	TCM	WS	OC	ET	JS	ES
FWE	4.370	0.521	1						
TCM	4.029	0.526	0.324**	1					
WS	4.175	0.594	0.583**	0.442**	1				
OC	4.276	0.648	0.670**	0.435**	0.693**	1			
ET	4.257	0.619	0.615**	0.352**	0.643**	0.711**	1		
JS	3.571	0.680	-0.149*	0.161*	-0.035	-0.142*	-0.162*	1	
ES	4.238	0.592	0.580**	0.399**	0.598**	0.695*	0.611**	-0.023	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 correlation coefficients of dependent and independent variables for employee satisfaction. The study indicates that flexible work environment is positively correlated to the employee satisfaction indicating that providing flexible work environment leads to employee satisfactions. Likewise, telecommuting is positively correlated to the employee satisfaction. This implies that facility of telecommuting leads to the employee satisfactions. Similarly, work shifting is positively correlated to the employee satisfaction. It indicates that the work shifting provided by Nepalese commercial banks leads to increase in employee satisfaction. However, organizational culture is also positively related to the employee satisfaction indicating that proper organizational culture leads to the employee satisfaction. Likewise, employee training is positively correlated to the employee satisfaction which indicates that employee training would result as the employee training. Further, job sharing is negatively correlated to the employee satisfaction. It shows that the job sharing does not leads to the employee dissatisfaction.

Regression analysis

Having analysed the Kendall's Tau correlation coefficients matrix, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of flexible work environment, telecommuting, work shifting, organizational culture, employee training, and job sharing on employee job satisfaction in Nepalese commercial banks.

Table 2: Estimated regression result of where flexible work environment, telecommuting, work shifting, organizational culture, employee training, and job sharing on the employee satisfaction of Nepalese commercial banks

The results are based on 121 observations using linear regression model. The model is $EJS = \beta_0 + \beta_1 FWE + \beta_2 TCM + \beta_3 WS + \beta_4 OC + \beta_5 ET + \beta_6 JS + e$ where, the dependent variable is EJS (Employee satisfaction). The independent variables are FWE (Flexible work environment), TCM (Telecommuting), WS (Work shifting), OC (Organizational culture), ET (Employee training) and JS (Job sharing).

Model	Intercept	Regression coefficients of						Adj. R _{bar} ²	SEE	F-value
		FWE	TCM	WS	OC	ET	JS			
1	1.229 (3.365)**	0.689 (8.298)**						0.361	0.474	68.864
2	1.055 (3.528)**		0.790 (10.729)**					0.487	0.424	115.116
3	1.569 (5.288)**			0.639 (9.088)**				0.405	0.457	82.594
4	0.964 (4.859)**				0.766 (16.698)**			0.698	0.326	278.823
5	1.584 (0.623)					5.528 (9.359)**		0.419	0.452	87.585
6	4.178 (0.017)						-14.388 (0.209)	0.08	-0.595	0.440
7	0.473 (1.418)	0.311 (3.405)**	0.597 (6.595)**					0.529	0.407	68.478
8	0.426 (1.300)	0.207 (2.079)*	0.493 (4.982)**	0.220 (2.366)*				0.547	0.399	49.298
9	0.676 (2.526)*	0.001 (0.007)	0.164 (1.814)	0.043 (0.543)	0.637 (7.888)**			0.703	0.323	71.872
10	0.698 (2.559)*	0.005 (0.064)	0.159 (1.739)	0.052 (0.643)	0.660 (7.007)**	0.038 (0.463)		0.701	0.324	57.151
11	0.607 (1.952)	0.611 (0.130)	0.134 (1.343)	0.052 (0.638)	0.672 (6.951)**	0.037 (0.448)	-0.029 (0.606)	0.699	0.325	47.425

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent levels respectively.
- iii. Employee job satisfaction is dependent variable.

Table 2 shows that the beta coefficients for flexible work environment are positive with the employee job satisfaction. It indicates that flexible work environment have positive impact on the employee job satisfaction. This finding is consistent with the findings of Galinsky *et al.* (2008). Likewise, the beta coefficients for telecommuting are positive with employee job satisfaction. It indicates that telecommuting have positive impact on employee job satisfaction. This finding is similar to the findings of Schall (2019). In addition, the beta coefficients for work shifting are positive with employee job satisfaction. It means that work shifting has a positive impact on employee job satisfaction. This result supports the findings of Baba and Jamal (1991). Further, the beta coefficients for organizational culture are positive with the employee job satisfaction. It indicates that organizational culture has a positive impact on employee job satisfaction. This finding is consistent with the findings of Soomro and Shah (2019). In addition, the beta coefficients for employee training are positive with the employee

job satisfaction. It shows that employee training has a positive impact on employee job satisfaction. This finding is similar to the findings of Hafeez and Akbar (2015). However, the beta coefficients for job sharing are negative with the employee job satisfaction. It indicates that job sharing has a negative impact on the employee job satisfaction. This finding is consistent with the findings of Meager *et al.* (1990).

4. Summary and conclusion

In any Nepalese commercial banks the employee is the most important person. Employees run the organization, no matter what level. This means their strength, commitment and dedication, and their emotional connection with the organization can't be judged as assets in monetary value. Employees who are satisfied with their jobs tends to be more productive at work and also helps to improve the productivity of organizations. Satisfied employees also spread positive word of mouth and always stand by each other. So, employee satisfaction is the ultimate objective of the Nepalese commercial banks.

This study attempts to examine the employee satisfaction of Nepalese commercial banks. The study is based on primary data with 121 observations.

The study showed that flexible work environment, telecommuting, work shifting, organizational culture, employee training have positive impact on employee satisfaction of Nepalese commercial banks. However, job sharing has a negative impact on employee job satisfaction.

The study further concluded that higher level of flexible work environment higher would be the employee satisfaction.

The study also concluded that job shifting followed by employee training are the most influencing factor that explains the changes in employee job satisfaction in Nepalese commercial banks.

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