

Relationship Between Attitude and Organizational Ethics among Employees in the Banking Industry

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Abstract

The study's objectives were to evaluate employee attitude and organizational ethics as reported by bank employees and determine whether there was a significant correlation or difference between the two in regard to the demographics of workers in the banking sector. Frequency count was applied to the bank employees' demographic profile. Mean, was used to evaluate the level of employee attitude and organizational ethics whereas analysis of variance (ANOVA) was used to analyze the significant difference and relationship in the employee attitude and organizational ethics towards the demographic profile.

Findings of the study found a moderate positive correlation between employee attitude and organizational ethics, indicating that as the level of employee attitude (job satisfaction, job involvement, and organizational commitment) increases, the level of organizational ethics (employee effort, honesty, teamwork, and accountability) also tends to increase. Nevertheless, the study found a moderate level of employee attitude with job involvement being the highest-rated aspect, leaders should focus on enhancing job satisfaction and organizational commitment. Further study recommended that by focusing on employee attitude and organizational ethics banks can create a culture that supports ethical behavior, enhances employee commitment, and builds trust with stakeholders.

Keywords: Job Satisfaction, Job Involvement, Organizational Commitment, Effort, Honesty, Teamwork, Accountability

1 Introduction

One fundamental professional necessity for banks is to follow the law. To make the proper moral choices on a daily basis, they also need to be well aware of moral issues. Maintaining a moral culture in the banking industry is extremely important to regulators, banks, staff, and clients [1]. In the banking industry, workplace ethics have a significant impact on employee behavior and organizational culture [2]. Additionally, one of the most important factors influencing how engaged employees are at work is business ethics [3]. Moreover, management and staff are the two things that will always determine an organization's success. The performance of individual employees is continually influenced by various other organizational elements. In addition to leadership and management, a wide range of other variables, including work environment, skills, self-efficacy, and an entrepreneurial attitude, as well as job satisfaction and dedication, can influence performance [4].

Employee perceptions and attitudes regarding business ethics provide strong support for the field of ethics in business because ethics can help to maintain a positive reputation for the company, build stakeholder trust, ensure increased business efficiency and effectiveness, foster employee development, and reduce the costs associated with workplace omissions [5]. Consequently, the banking sector has seen an upsurge in commercial competition in recent years. Because of the heightened competition, banks now need to achieve and sustain extraordinary performance in order to retain customers and preserve their company. In the past ten years, a number of seasoned business heavyweights faltered and unexpectedly fell apart. A large portion of the failure was ascribed to subpar performance, which leads to a lack of transparency, subpar service, and a bad client experience. Customers frequently lose faith in the bank as a result of these circumstances, which forces them to transfer to other financial institutions. Banks must develop programs that prioritize boosting employee job performance while strengthening openness and integrity in order to prevent the recurrence of such instances [6].

From the available literature, the previous scholars did not examine the relationship between attitude and organizational ethics among employees in the banking industry. This quantitative correlation design addresses the relationship between employee attitude; job satisfaction, job involvement and organizational commitment and organizational ethics composed of Employees Effort at Work, Employees Honesty at Work, Employees Teamwork Practice and Employees Accountability Practice [7].

Consequently, this study determines the demographic profile of the bank employees, evaluated the level of employee attitude and organizational ethics towards the demographic profile and examined the significant difference and relationship of employee attitude in terms of Job Satisfaction, Job Involvement and Organizational Commitment towards the employees effort at work, employees honesty, employees teamwork practice and employees accountability practice.

2 Review of Literature

2.1 Demographic Profile

Data on the traits or attributes that characterize a person or population are referred to as demographic information. In order to help researchers better understand the population of interest for their research, demographic data collection is both crucial and beneficial [8]. Thus, this study will use age, gender and tenure as a demographic information of the respondents.

2.2 Age and Attitude towards Organizational Ethics

Research has indicated that age is a powerful and substantial predictor of ethical attitudes. Older employees have been observed to exhibit more ethical behavior and, as a result, make tighter ethical decisions than their younger counterparts [9]. An individual's ability to distinguish between morally dubious and ethical behavior improves with age, enabling them to determine the proper course of action to follow in accordance with the organization's code of ethics [10].

2.3 Gender and Attitude towards Organizational Ethics

In order to achieve inclusive growth for women, it is imperative to increase employment opportunities and fair employment outcomes for women in order to advance gender parity in the workforce. However, the Philippines' economic expansion has not resulted in enough jobs growth and the rise in employment have not been equitable for women [11].

2.4 Tenure and Attitude towards Organizational Ethics

Divergent opinions on the connection between employee tenure and attitude toward corporate ethics can be found in the literature. We might also anticipate that tenure will be positively correlated with an

employee's attitude toward business ethics, given that employees who have worked for longer periods of time have been proven to be more ethical than younger employees [12].

2.5 Employee Attitude

The key component of organizational success, effectiveness, excellence, expansion, and survival is the performance of its employees. The attitude of employees is one of the most significant elements that directly affects the sustainability performance of an organization [13]. Employee attitude is a theoretical construct that expresses an employee's level of approval or disapproval of a thing, someone, location, or occasion [14]. Additionally, an employee's attitudes regarding organizational change reflect their overall assessment of an organization's change program, whether it be favorable or negative [15].

2.6 Job Satisfaction

One of the most difficult topics for managers to handle when it comes to staff management nowadays is job satisfaction. Numerous studies have shown that job satisfaction has an exceptionally high impact on employees' motivation, and that employees' motivation levels affect productivity and, consequently, the performance of commercial organizations. An employee's impressions of the nature of his work and his level of overall job satisfaction have a significant influence. Employee job happiness is greatly impacted by financial pay [16].

2.7 Job Involvement

According to certain theoretical stances, one way to examine work involvement is as a relationship between the situation and the individual. By taking into account various viewpoints, it is possible to argue that the interaction between an individual and their circumstances should have an impact on their level of job involvement. Value orientation toward work, which a person learns during socialization, is one of the main factors influencing job involvement. Subsequently, an organization's ability to expand is largely dependent on how its employees feel about the company where they work. Employees working in banks were more job involved show greater level of job satisfaction and committed to their job, than those working in schools and government offices [17].

2.8 Organizational Commitment

High performance and low absenteeism and turnover are the goals that business organizations strive for in their workplaces. Teams that are highly devoted to their strategic goals and focused on work and organization are necessary for business companies. Human resource management is positioned as one of the primary tasks inside the organization where working conditions, worker welfare and job happiness are valued, which helps to sustain high levels of organizational commitment [18].

2.9 Organizational Ethics

Numerous corporate scandals and failures provide as proof that employee moral failings can have a negative impact on a company's performance. Since Islamic ideals are universal and applicable in any working environment setting, the Islamic Work Ethic (IWE) profile is given consideration. Using a validated questionnaire, the elements of Islamic Work Ethics—effort, teamwork, honesty, and accountability—were evaluated in order to look at how bank employees practiced IWE [19]. Consequently, abridged that the surveyed banks' employees showed good commitment and effort at work, honest in their daily undertakings and participated in teamwork. They were also accountable to whatever duty and responsibility they were holding [19].

2.10 Employees Effort at Work

Employees' effort is significantly connected with financial performance; it improves your reputation, which can help you draw in and keep consumers, foster employee loyalty, and become a more appealing

investment offer. In order to be a good, ethical employee, one must put out tenacity, passion, and devotion in their own performance. They must also be consistent and driven to achieve perfection. Employees are given the following statements as part of this study in order to record the characteristics of effort [19].

2.11 Employees Honesty at Work

A workplace that values honesty is more resilient. An open workplace where people may freely and comfortably speak is created when employees trust their employer. They are also more inclined to contribute to the development of excellent business ethics and to act morally. For customers as well, being truthful makes them appreciate you and increase your chances of earning their trust [20].

2.12 Employees Teamwork Practice

All employees, regardless of seniority, need to understand the value of respect in the workplace. Building a respectful workplace is essential to creating a positive work atmosphere. When there is mutual respect among coworkers, everyone feels appreciated for their accomplishments, skills, and attributes. Respect and value are important factors in creating a healthy work environment where motivated individuals are happy, devoted, and driven to give their all. Workers who don't treat people with respect are unprofessional and a danger to the prosperity and well-being of their organization [21].

2.13 Employees Accountability Practice

Accountability is the guarantee that a person or organization will be assessed according to how well they perform and behave in relation to their duties [22]. Moreover, ethics claims a legitimacy which is quite powerful and limits the behaviors and actions of individuals and holds them accountable for their doings [19]. Additionally, accountability is an effective mechanism to control the conduct and behaviors of individuals and employees within societies and organizations respectively [22]. This connects the business ethics and accountability to determine the way individuals react to the dilemmas of ethics [19].

3 Methodology

The study employed a survey method whereby primary data were collected via a distribution of questionnaire online. The populations of this study comprised of bank employees who worked in the banking industry inside Davao Oriental's major municipalities. The instrument used in this survey is questionnaires. The drafted questionnaires have been pilot-tested on a 30 randomly selected bank employees to represent the true sample of the study.

Descriptive-correlational and inferential designs were used in this study. Five (5) banks with fifty seven (57) employees were the respondents in this study. Frequency count was used to identify the demographic profile of the respondents, mean was used to examine the level of employee attitude and organizational ethics of the respondents, and the Analysis of Variance (ANOVA) was used to determine the significant relationship and difference between employee attitude and organizational ethics in terms of the demographic profile of the respondents.

4 Results and Discussion

4.1 Demographic Analysis

The demographic profile of the respondents in terms of gender comprised 60% (38 individuals) and male was 40% (17 individuals). In terms of the age of the respondents, most participants fell within the age bracket of 36 – 45 years old comprising 65.5% (36 individuals). When in terms of tenure, majority of the respondents has been in the service for 5 years comprising 45.5 % (25 individuals).

		Gender		Total
		Male = 17	Female = 38	n=55
Age	23-35 years old	2	10	12
	36-45 years old	13	23	36
	46-55 years old	2	5	7
Years in Service	0-5 years	6	19	25
	6-10 years	4	11	15
	11-15 years	4	3	7
	16-20 years	2	2	4
	21 years and above	1	3	4

Table 1. Demographic Profiles of the Respondents

4.2 Level of Employee Attitude

The overall weighted mean for this area is 3.28, which suggests a moderate descriptive level. This suggests that the organizational commitment, job satisfaction, and job involvement variables under employee attitude were moderately practiced. Among the various indicators, Job Involvement obtained the highest mean at 3.34, signifying a very high descriptive level which can be interpreted that it is always practiced by the bank employees. On the other hand, Job Satisfaction received the lowest mean of 3.18, indicating a low descriptive level, and Organizational Commitment with 3.31 which means that bank employees rarely satisfied with their job.

Consequently, the attitude of employees is one of the most significant elements that directly affects the sustainability performance of an organization [13]. Subsequently, an organization’s ability to expand is largely dependent on how its employees feel about the company where they work. Thus, this study implied into the literature review which shows that employee working in banks were more job involved, show greater level of satisfaction and more committed to their job than those working in schools and government offices [14].

Table 2. Level of Employee Attitude

<i>Indicators</i>	Mean	Std. Deviation	Descriptive Equivalent
Job Satisfaction	3.18	0.44	Moderate
Job Involvement	3.34	0.44	Moderate
Organizational Commitment	3.31	0.54	Moderate
OVERALL Employee Attitude	3.28	0.42	Moderate

4.3 Level of Organizational Ethics

A very high descriptive level across all areas was shown by the total weighted mean of 3.88 for this domain, which can be examined as always practiced. Notably, the mean score for every item in this category was exceptionally high. Employee accountability at work received the highest mean of 4.13 when it came to the items employees’ effort, honesty, teamwork practice, and accountability at work; this outstanding performance highlights the bank employees’ excellent accountability to their work-related obligations and responsibilities. On the other hand, the item that measured employees’ work effort had the lowest mean (3.73), but it still shows a very high degree of practice, demonstrating the employees’ commitment to advancing organizational ethics in the banking sector.

Numerous corporate scandals and failures provide as proof that employee moral failings can have a negative impact on a company's performance. Also, by using a validated questionnaire, the elements of Islamic Work Ethics—effort, teamwork, honesty, and accountability—were evaluated in order to look at how bank employees practiced IWE [19]. Consequently, the result of this study implied with the literature review of [19] which abridged that the surveyed banks' employees in his study showed good commitment and effort at work, honest in their daily undertakings and participated in teamwork. They were also accountable to whatever duty and responsibility they were holding.

Table 3. Level of Organizational Ethics

<i>Indicators</i>	Mean	Std. Deviation	Descriptive Equivalent
Employee's Effort at Work	3.73	0.63	High
Employee's Honesty at Work	3.77	0.66	High
Employee's Teamwork Practice	3.86	0.70	High
Employee's Accountability Practice	4.13	0.78	High
OVERALL Organizational Ethics	3.88	0.62	High

4.4 Analysis of Variance among Employees on the Employee Attitude when Grouped according to their Demographic Profile

The coefficient value of gender under the demographic profiles of the respondents shows a positive value of 0.196, the first null hypothesis to be accepted. Followed by the tenure of the employees that shows a value of 0.382 which is also accepted and the gender of the employees that fails to be accepted with 0.049 value. Consequently, there is no significant difference between employee attitude in terms of gender and tenure of the employee in the banking industry. However, the first hypothesis under employee attitude was rejected in terms of the employees' age which means that there is a significant difference between employee attitudes towards the demographic profile of the employees in terms of age.

Table 4. Analysis of Variance among employees on the Employee Attitude when grouped according to their Demographic Profile

Profile		Mean	F-ratio	Sig. (P-value)	Decision on H_0: reject if $p \leq \alpha$
Gender	Male	3.39	1.712	0.196	Fails to reject
	Female	3.23			
Age	23-35 years old	3.04	3.664	0.049	Reject
	36-45 years old	3.30			
	46-55 years old	3.38			
Years of Service	0-5 years	3.26	1.069	0.382	Fails to reject
	6-10 years	3.40			
	11-15 years	3.08			
	16-20 years	3.45			
	21 years and above	3.08			

4.5 Analysis of Variance among Employees on the Organizational Ethics when Grouped according to their Demographic Profiles

The coefficient value of gender under the demographic profiles of the respondents shows a positive value of 0.926, the first null hypothesis to be accepted. Followed by the age of the employees that shows a value of 0.661 which is also accepted, lastly is the gender of the employees with 0.184 value. Consequently, the null hypothesis of organizational ethics towards employees’ demographic profile in terms of gender, age and tenure is significantly accepted. Thus, there is no significant difference of employees’ demographic profiles towards organizational ethics.

Table 5. Analysis of Variance among Employees on the Organizational Ethics when grouped according to their Demographic Profiles

Profile		Mean	F-ratio	Sig. (P-value)	Decision on H_0 : reject if $p \leq \alpha$
Gender	Male	3.88	0.002	0.926	Fails to reject
	Female	3.87			
Age	23-35 years old	3.81	0.417	0.661	Fails to reject
	36-45 years old	3.86			
	46-55 years old	4.07			
Years of Service	0-5 years	3.92	1.620	0.184	Fails to reject
	6-10 years	3.92			
	11-15 years	3.36			
	16-20 years	4.19			
	21 years and above	4.00			

4.6 Significant Relationship between Attitude and Organizational Ethics among Banking Industry Employees

Job Satisfaction has positive correlations with Effort at Work ($r = 0.426^{**}$) and Honesty at Work ($r = 0.346^{**}$) at a significant level ($p < 0.01$). While, weak positive correlations were seen with Teamwork Practice ($r = 0.144$) and Accountability Practice ($r = 0.219$) at $p > 0.05$. Also, there was a moderately positive correlation with the overall Organizational Ethics ($r = 0.308^*$) at $p < 0.05$.

Consequently, Job Involvement has strong positive correlations with Effort at Work ($r = 0.697^{**}$), Honesty at Work ($r = 0.637^{**}$), Teamwork Practice ($r = 0.464^{**}$), and Accountability Practice ($r = 0.555^{**}$) at a very significant level ($p < 0.01$). The overall Organizational Ethics shows a very strong positive correlation with Job Involvement ($r = 0.650^{**}$) at $p < 0.01$.

Additionally, similar to Job Involvement, Organizational Commitment demonstrates strong positive correlations with Effort at Work ($r = 0.653^{**}$), Honesty at Work ($r = 0.584^{**}$), Teamwork Practice ($r = 0.429^{**}$), and Accountability Practice ($r = 0.448^{**}$) at a very significant level ($p < 0.01$).

Thus, the overall Organizational Ethics displays a strong positive correlation with Organizational Commitment ($r = 0.581^{**}$) at $p < 0.01$. Also, the overall Employee Attitude has strong positive correlations with Effort at Work ($r = 0.678^{**}$), Honesty at Work ($r = 0.598^{**}$), Teamwork Practice ($r = 0.398^{**}$), and Accountability Practice ($r = 0.465^{**}$) at a very significant level ($p < 0.01$). The overall Organizational Ethics is highly correlated with Overall Employee Attitude ($r = 0.588^{**}$) at $p < 0.01$.

The Pearson correlation coefficient (r) is 0.588, indicating a moderate and statistically significant positive relationship between employee attitude and organizational ethics. This implication also means that the relationship is statistically significant with a p-value of 0.000. Consequently, as the level of employee attitude (measured in terms of job satisfaction, job involvement, and organizational commitment) increases, the level of organizational ethics (measured in terms of employee's effort at work, honesty, teamwork practice, and accountability) also tends to increase.

Table 6. Table of Correlation on the Attitude and Organizational Ethics among Banking Industry Employees

		Effort at Work	Honesty at Work	Teamwork Practice	Accountability Practice	OVERALL Organizational Ethics
Job Satisfaction	r-value	.426**	.346**	.144	.219	.308*
	p-value	.001	.010	.293	.108	.022
Job Involvement	r-value	.697**	.637**	.464**	.555**	.650**
	p-value	.000	.000	.000	.000	.000
Organizational Commitment	r-value	.653**	.584**	.429**	.448**	.581**
	p-value	.000	.000	.001	.001	.000
OVERALL Employee Attitude	r-value	.678**	.598**	.398**	.465**	.588**
	p-value	.000	.000	.003	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

5 Conclusion

The findings revealed that the majority of the bank employees were female, within the age range of 36-45 years, and had been employed for five (5) years. The level of employee attitude was found to be moderate, with job involvement being the highest-rated aspect. Conversely, the level of organizational ethics was very high, with employee accountability at work receiving the highest mean score. The study also found a moderate positive correlation between employee attitude and organizational ethics.

6 Recommendation

Since the study found a moderate level of employee attitude with job involvement being the highest-rated aspect, leaders should focus on enhancing job satisfaction and organizational commitment. This can be achieved through employee engagement programs, recognition, and career development opportunities.

With organizational ethics rated very high, particularly in employee accountability, leaders should continue to emphasize ethical behavior and integrity.

Consequently, the study found that older employees exhibit higher levels of ethical behavior compared to younger counterparts. Leaders should consider tailored ethical training and mentorship programs that leverage the experience of older employees to guide and influence younger staff. Furthermore, the positive correlation between employee attitude and organizational ethics suggests that improving one can positively impact the other. Leaders should focus on creating a supportive and inclusive culture that values employee contributions and fosters a sense of belonging. This can lead to higher levels of commitment and ethical behavior.

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