

A STUDY ON PERSONAL AND BUSINESS ETHICS OF BANK MANAGERS IN SELECT CAPITAL CITIES IN SOUTH INDIA

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Abstract

In view of the ongoing debate on how personal ethics differ from business ethics can be considered as a contemporary state of practice to assess management's criteria for decision making. Often employee personal feelings differ from employer expectation as per their values and ethics. A strong sense of personal and professional ethics might help in building adaptive and flourishing workplaces within an increasingly and challenging global marketplace. However, the present study aims to find whether personal ethics and business ethics differ for bank managers. Further, it can be observed that, an analysis made on the influences of demographic and organizational variables on 'the ethics of business are different from the ethics of personal life', and the respondent managers agreement on these issues are examined.

Key words: Business Ethics, Personal Ethics, Professional Ethics, Bank Managers.

Introduction

Professional ethics and personal ethics have two distinct applications as one is involved in one's own personal life and affects merely their perception. Personal ethics is probably more general, and is simply “practicing becoming an excellent human being” with respect to people and situations in everyday life (our family, our friends, our community). Professional ethics is probably more specific, and is “practicing becoming an excellent human being” with respect people and situations in work life (co-workers, customers, suppliers, the company). Professional ethics play a unique role in that a person is held to a certain standard when in the workplace and must abide by a specific set of ethics that is required by all employees of the company.

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Personal ethics can influence all different areas of life such as family, finances, religion or relationship. Here the individual has the liberty and the freedom to choose his/her own set of rules if his conscience conflict with that of the surroundings. Professional ethics defines adherence to rules and regulation. Here the individual is expected to follow religiously, the code of ethics framed by the organization.

As the study covers banking sector to assess whether the bank managers differ their personal ethics from business ethics, it is necessary to discuss the ethical violations in banking sector. It is bound to say that banking would be impossible without ethics. It is placing our assets in the hands of the others, most of the times with unknown people which requires immense trust. Unknown people includes an untrustworthy banker, finds few takers for his or her services. Banking scandals shock us precisely because they involve people and institutions that we should be able to trust.

Finance and banking issues like insider trading, hostile takeover, acquiring non-performing assets through surplus funds, fixing swap ratio in favor of a big acquiring firm, green-mailing and transfer pricing. Value maximization of the owners, has its limitations and is often in conflict with the traditional concept of morality. Moreover, KPMG (2012) and Delloittesurvey (2014) on fraudulent issues revealed that bribery, corruption and cyber frauds are more frequently happening unethical practices in financial industry.

Personal ethics on the one hand prefers to the sense of rights and wrongs of a person. Professional ethics on the other hand prefers to the guidelines that are imposed on employees within the industry or setting. However, one cannot claim that personal and professional ethics are restricted within two separate dichotomies. For example, an individual's brought up, education and religious backgrounds and friends and family etc. will influence their discretion to an extent.

On the contrary, Personal ethics prefers to the sense of rights and wrongs of a person. Professional ethics prefers to the guidelines that are imposed on employees within the industry or setting. An individual is having choice of changing personal ethics but not

the professional ethics. Because, professional ethics is heavily based on organizational requirements and policies. Moreover, banking industry runs on policies and procedures where in which bank managers are supposed to follow them as they are. Even after establishing the code of conducts by the banks, the managers are vulnerable to violate them for their personal benefits. This is where personal values play a vital role in following professional codes ethics.

Hence, the study is not only relevant, but also ever contemporary. Though differences found in both Professional and Personal Ethics, it is revealed that the person is strong and firm in personal ethics are more likely to follow professional ethics. However, much of personal ethics are useful to identify and strengthen professional ethics. When it comes to bankers, personal ethics do definitely influence managers while making decisions though they have been instructed to apply clearly defined codes of ethics by the organizations.

Review of Literature

Rishiksha T. Krishnan and C. Manohar Reddy (2002) conducted a questionnaire-survey based on an instrument developed by the authors consisting of some basic demographic information, 37 items on 'Perceptions and Attitudes about Business, Society and Ethics' and 17 items on 'Religious and Spiritual Beliefs'. The items on the Perceptions and Attitudes about Business, Society and Ethics section related to issues such as the goal of an organization, social responsibility of business, conflicts between individual values and corporate objectives, performance orientation, corruption, and individual morality.

A total of 321 Post Graduate Program (PGP – equivalent to an MBA) students were surveyed, divided across the first year (175 students) and second year (146 students). The authors also surveyed 51 students of a private management institution affiliated to Bengaluru University for the purpose of comparison. In an attempt to determine whether there are some typical ethical profiles among the sample of IIMB students, a cluster analysis was performed out of a total of 288 students who had answered all the items, generating three clusters consisting of 145, 84 and 59 students respectively. Differences between groups were established by comparing means at the 5% significance level.

Personal vs Business ethics

(I) More than 62% of the respondents disagree with the notion that personal conscience and values ought not to come in the way of business decisions, which are in the interest of the organization. About 71% reinforce this by saying that if the employer were to force them to do something against their conscience, they would leave the organization.

(ii) Almost 65% disagree that one can't have the same stringent standards in business dealings as in personal life and almost 55% disagree with the notion that the ethics of business and family and personal life are different. At the same time, more than 56% believe that to achieve success in business dealings one may occasionally have to indulge in a certain degree of dishonesty and half-truths.

More than 86% of the respondents agree that there are absolute and minimum standards of ethics that everyone should maintain. But there is not the same degree of agreement on what these standards are.

Suja S. Nair (2009) in her study made an attempt to evaluate ethical attitudes of managers in India. The survey of literature has provided some empirical evidence to different aspects of ethical issues in organizations. The research article stressed five major issues such as managers' values, personal ethics and business ethics, ethics and organization, managers' opinion on acceptability of certain practices and ethics in organization. The study concludes that there is difference between personal and professional ethics as per as level of hierarchy, age and gender is concerned.

Hunt, Wood, and Chonko(1989) in their study highlighted that an individual's personal value system would also affect the decision process. A study found that corporations that have high ethical values will have employees who are extremely committed to the organizational welfare.

P. M. Joseph Christie (2015) study named 'Business Scenario in India and Ethical Attitudes of Business executives', the author found through his total sample population of Indian Business executives, 96 per cent of the respondents agreed and strongly agreed that sound ethics is good business in the long run, 60 percent of the respondents agreed

and strongly agreed that it is difficult to make ethical decisions in the competitive world. When it comes to two different ethical standards among which one for personal life and the other for professional life, 57 per cent of the respondents agreed and strongly agreed. When it come to the present study, it has been evidently found that business executives and bank managers of India is having much similarities in their ethical attitudes.

Research Methodology

Need for the Study and Expected Contribution

It is said that the next global frontier for Banking Inc in India is ethics and governance. Since ethics is important for banking institutions and managers today, the study is not only relevant but also significant. In view of the ongoing debate on how personal ethics differ from business ethics can be considered as an important criteria to assess a bankers discretionary influences. It is also relevant to find how demographic profiles of the respondent managers influence on the considered criteria which is an activating element of every organization.

The present study is expected to contribute the difference between personal ethics and professional ethics of bank manager on one hand. The study may stimulate the respondents and readers to think about the difference between personal and business ethics and introspect their ethical systems to make ethical discretions. The study, by highlighting what the bank managers' are expecting and doing, what the banks' practices to develop as value based and ethical organizations, as well as what they can do, would contribute to reorienting their individual practices for becoming 'ethical' in the competitive business world.

Research Gap & Uniqueness of the Study

By reviewing the literature it can be said that, there is no study in the banking context focusing banks managers in capital cities that are comprehensive in its approach by identifying the views of managers on personal and business ethics, eliciting whether the respondents differ their personal ethics from their business ethics and to suggest banks to make their employees to balance both personal and professional ethics. The present study finds relevance in view of such gap in research.

Objectives

The present study is undertaken with the following objectives:

To know whether personal ethics and business ethics differ for bank managers.

To identify the influence of demographic factors (**age, gender, income, education and experience**) of respondent bank managers view on difference b/n personal and professional ethics.

To determine the influence of organizational factors (size of bank, type of bank and hierarchical level) of respondents view on difference b/n personal and professional ethics.

Hypothesis

H1 Personal ethics differ from business ethics in view of senior managers

H2 personal ethics differ from business ethics in the opinion of well-educated respondents.

H3 Personal ethics differ from business ethics in the base on the hierarchical level of the respondents.

Source of Data

Primary data– the viewpoints of managers – are collected with the help of a questionnaire. The questionnaire is developed based on earlier studies Rishikeshat Krishnan and C. Manohar Reddy(2002) and MohamadGalibHussain, (1999).

Secondary data had been drawn from Published information of Journal of various professional bodies and institutions, Research reports, Text books and Newspapers, Internet and Websites.

Sampling techniques

The study has been carried out by Convenience Sampling. Whereas, the study has undertaken Judgmental Sampling in selecting four major cities namely Bengaluru from the State of Karnataka, Chennai from the State of Tamil Nadu, Hyderabad (a common capital city) from the States of Andhra Pradesh & Telangana and Thiruvananthapuram from the State of Kerala which are capital cities of South India. Since the capital cities have been consisting highest density in their concerned states, the study took place in these four capital cities of south India.

Sample size

The study's sample size is 308, where 100 responses from Bengaluru, 89 responses from Chennai, 71 responses from Hyderabad and 48 responses from Thiruvananthapuram respectively.

Statistical tools for data analysis

Data will be presented in simple percentages, mean, rank analysis and standard deviations. Hypotheses will be tested by using chi-square, t-test and Analysis of Variance (ANOVA).

Limitation of the study

The limitations of social science research are also applicable to this study. Further the subject is one, which respondents viewed as embarrassing one to discuss. They argued that when respondents prefer some unethical behaviors, either intentionally or circumstantially, they would not openly tell it. The tendency is to give socially acceptable answers to avoid either social ridicule or organizational scrutiny. To overcome this, most of the questions are designed as not banking institutional and individual specific but general. To maintain confidentiality, as desired by respondents, names of the respondents are not collected (as advised by respondents in pilot survey). Managers refused to write the names of their banks and requested for complete anonymity. They are assured that bank wise analysis will not appear in the thesis.

Summary of Findings

Demographic Profiles of Bank manager

Table 1

Demographic Profile of Respondent Bank Managers

Variable	Features	N	%
Gender	Male	219	71.1%
	Female	89	28.9%
Educational Qualifications	Under-Graduation	134	43.5%
	Post-Graduation	174	56.5%

Age	30 - 39 years	185	60.1%
	40 - 49 years	93	30.2%
	50 - 59 years	30	9.7%
Monthly Income	Rs.40000 - Rs.60000	45	14.6%
	Rs.60001 - Rs.80000	96	31.2%
	Rs.80001 - Rs.100000	157	51.0%
	Above Rs.100000	10	3.2%
Experience	Up to 5 years	39	12.7%
	6 - 10 years	69	22.4%
	11 - 15 years	95	30.8%
	Above 15 years	105	34.1%

Source: Primary Data

It is observed from the table 1.1 that 71.1 per cent of the respondents are male and 28.9 per cent of the respondents are female. Both male and female respondents shall have different attitudes and behaviors, and thus it is essential to have gender based analysis.

From the table 1.1 it is an evident that only 43.5 per cent of respondents have under graduation and whereas 56.5 per cent of the respondents are having post-graduation.

Based on age group of respondents, it is inferred from the table 1.1 that 60.1% of respondents are in the age group between 30- 39 years, 30.2 per cent of respondents age group is between 40 - 49 years. The least 9.7 per cent falls to the respondents who are in between the age group of 50 – 59 years.

14.6 per cent, 31.2, 51.0 per cent and 4.2 per cent respondents' monthly income is between Rs.40,000 - Rs.60,000, Rs.60,001 - Rs.80,000, Rs.80,001 - 100,000 and above Rs.100,000 respectively, shows table 1.1.

From the table 1.1 it is evident that 34.1 per cent, 30.8 per cent, 22.4 per cent of respondents working experience are above 15 years, between 11 - 15 years and between 6 - 10 years respectively. Remaining 12.7 per cent respondents are of up to 5 years of experience at their work.

Organizational Profile of Respondents

Table 1.2 provides the information about the organizational profile of the respondents. It gives a brief account on their hierarchical level, type of the bank and size of the company to which the respondents belong.

Table 2
Organizational Profile of Respondents

Variable	Features	N	%
Hierarchical Level	Senior	168	54.5%
	Junior	140	45.5%
Type of the Bank	Public Sector Bank	206	66.9%
	Private Sector Bank	102	33.1%
Size of the Bank	Below 10000	103	33.4%
	10001 -20000	106	34.4%
	Above 20000	99	32.1%

Source: Primary Data

Majority (54.5 per cent) of the respondent managers belongs to senior level and 45.5 per cent of the respondent managers belong to junior level, presents table 1.2.

The sample represents two different banks in different proportions. It is dominated by public sector banks with 66.9 per cent and remaining is from private sector banks with 33.1 per cent, shows table 1.2.

From the table 1.2, it can be self-evident that the respondents belong to banking organizations of different sizes. Size of the company here is measured in terms of number of employees in the organization. Majority (67 per cent) of the respondents belong to size of the bank is 10000 and above employees.

Personal and Business Ethics

In this context, it is proposed to examine the following hypothesis.

The views of respondents and the influence of demographic factors and organizational variables on their views are examined.

Table 3
Personal and Business Ethics

S.No	Views	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	The ethics of business are different from the ethics of personal life.	45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Scale: 5-Strongly agree 4-Agree 3-Neutral 2- Disagree 1- Strongly disagree

Source: Primary Data

Whether personal and business ethics are the same?

Respondents agreed and strongly agreed that the ethics of the business are different from the ethics of personal life (45.5 per cent), shows table 1.3.

Further, it can be observed that, an analysis made on the influences of demographic and organizational variables on 'the ethics of business are different from the ethics of personal life', and the respondent managers agreement on these issues are examined.

Table 4
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' Based on Type of Bank

Chi-square value	p-value	The Ethics of Business are Different From the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
0.757	0.944	32	41	40	49	44	206
		15.5%	19.9%	19.4%	23.8%	21.4%	100.0%
Type of Bank	Public sector Bank	13	22	20	27	20	102
		12.7%	21.6%	19.6%	26.5%	19.6%	100.0%
Total	Private sector bank	45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Source: Primary Data

Table 1.4 shows the ethics of business are different from the ethics of personal life as per as their type of bank is concerned. From the table it can be perceivable that 21.4 per cent of respondents of public sector bank and 19.6 per cent of the respondents of private sector bank have been strongly agreed to 'the ethics of business are different from the ethics of personal life'. The difference between these percentages seems to be meager.

Even Chi-square test also has been confirmed the same result which explains there is no significant influence of type of bank on the ethics of business are different from the ethics of personal life (since p-value is more than 0.05).

Table 5
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' – Hierarchical Level

Chi-square value	p-value	The Ethics of Business are Different From the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
7.837	0.098						
Hierarchical Level	Senior	30	28	29	41	40	168
		17.9%	16.7%	17.3%	24.4%	23.8%	100.0%
	Junior	15	35	31	35	24	140
		10.7%	25.0%	22.1%	25.0%	17.1%	100.0%
Total		45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Source: Primary Data

Table 1.5 shows the ethics of business are different from the ethics of personal life as per as their hierarchy level is concerned. From the table it can be perceivable that 23.8 per cent of senior level managers and 17.1 per cent of junior level managers have been strongly agreed to 'the ethics of business are different from the ethics of personal life'. The difference between these percentages seems to be a bit high.

But, Chi-square test has been confirmed the result which explains there is no significant

influence of hierarchical level on the ethics of business is different from the ethics of personal life (since p-value is more than 0.05).

Table 6
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' – Across Age

Chi-square value	p-value	The Ethics of Business are Different From the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
39.91 **	0.000						
Age	Below 30 years	5	11	15	28	10	69
		7.2%	15.9%	21.7%	40.6%	14.5%	100.0%
	30 - 39 years	15	37	25	12	27	116
		12.9%	31.9%	21.6%	10.3%	23.3%	100.0%
	40 - 49 years	20	10	15	26	22	93
		21.5%	10.8%	16.1%	28.0%	23.7%	100.0%
50 - 59 years	5	5	5	10	5	30	
	16.7%	16.7%	16.7%	33.3%	16.7%	100.0%	
Total		45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Significant at 1% level**

Source: Primary Data

Table 1.6 shows the ethics of business are different from the ethics of personal life as per their age is concerned. From the figure it can be perceived that 7.2 per cent of the respondents below the age group of 30 years, 12.9 per cent of the respondents between the age group of 30 - 39 years, 21.5 percent of the respondents between the age group of 40 - 49 years and 16.7 per cent of the respondents between the age group of 50 - 59 years have been disagreed strongly to the ethics of business are different from the ethics of personal life. The deviation between these percentages appears to be very high. Further, with the results of Chi-square test it can be understood that there is a significant association between the age and opinion on the ethics of business are different from the ethics of personal life (since p-value is 0.000).

Table 7
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' – Across Gender

Chi-square value	p-value	The Ethics of Business are Different From the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
6.847	0.144	30	42	49	49	49	219
Gender	Male	13.7%	19.2%	22.4%	22.4%	22.4%	100.0%
		15	21	11	27	15	89
	Female	16.9%	23.6%	12.4%	30.3%	16.9%	100.0%
		45	63	60	76	64	308
Total		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Source: Primary Data

Table 1.7 shows the ethics of business are different from the ethics of personal life as per as their gender is concerned. From the table it can be perceivable that 22.4 per cent of male employees and 16.9 per cent of female employees have been strongly agreed to 'the ethics of business are different from the ethics of personal life'. The difference between these percentages seems to be a bit high. But, Chi-square test has been confirmed the result which explains there is no significant influence of gender on the ethics of business are different from the ethics of personal life (since p-value is more than 0.05).

Table 8
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' – Across Monthly Income

Chi-square value	p-value	The Ethics of Business are Different From the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
70.35 **	0.000	15	5	10	33	18	81
	Rs.40000 – 60000	18.5%	6.2%	12.3%	40.7%	22.2%	100.0%
Monthly	Rs.60001 – 80000	5	27	16	10	2	60
		8.3%	45.0%	26.7%	16.7%	3.3%	100.0%

Income	Rs.80001 –	20	26	24	14	25	109
	100000	18.3%	23.9%	22.0%	12.8%	22.9%	100.0%
	Above	5	5	10	19	19	58
	Rs.100000	8.6%	8.6%	17.2%	32.8%	32.8%	100.0%
Total		45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Significant at 1% level**

Source: Primary Data

Table 1.8 shows the ethics of business are different from the ethics of personal life as per as their monthly income is concerned. From the figure it can be perceived that 18.5 per cent of the respondents between income group of Rs. 40000-60000, 8.3 per cent of the respondents between the income group of Rs. 60001-80000, 18.3 percent of the respondents between the income group of Rs. 80001-100000 and 8.6 per cent of the respondents above the income group of Rs.100000 have been disagreed strongly to the ethics of business are different from the ethics of personal life. The deviation between these percentages appears to be very high. Further, with the results of Chi-square test it can be understood that there is a significant association between the monthly income and opinion on the ethics of business are different from the ethics of personal life (since p-value is 0.000).

Table 9

Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' Based on Education

Chi-square value	p-value	The Ethics of Business are Different from the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
22.09 **	0.000						
Education	Under graduation	15	19	41	30	29	134
		11.2%	14.2%	30.6%	22.4%	21.6%	100.0%
	Post-graduation	30	44	19	46	35	174
		17.2%	25.3%	10.9%	26.4%	20.1%	100.0%
Total		45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Significant at 1% level**

Source: Primary Data

Table 1.9 shows the ethics of business are different from the ethics of personal life as per as their education is concerned. From the table it can be perceivable that 21.6 per cent of under graduate employee employees and 20.1 per cent of post graduate employees have been strongly agreed to 'the ethics of business are different from the ethics of personal life'. The difference between these percentages seems to be meager.

But, when it comes to Chi-square test has been confirmed the result which explains there is a significant influence of education on the ethics of business are different from the ethics of personal life (since p-value is 0.000).

Table 1.10
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' Based on Size of the Bank (Total No. of Employees)

Chi-square value	p-value	The Ethics of Business are Different from the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
58.52 **	0.000						
Size of the Bank (Total No. of Employees)	Below 10000	0	33	30	27	13	103
		0.0%	32.0%	29.1%	26.2%	12.6%	100.0%
	10001 - 20000	20	25	15	19	27	106
		18.9%	23.6%	14.2%	17.9%	25.5%	100.0%
	Above 20000	25	5	15	30	24	99
		25.3%	5.1%	15.2%	30.3%	24.2%	100.0%
Total		45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Significant at 1% level**

Source: Primary Data

Table 1.10 shows the ethics of business are different from the ethics of personal life as per as their size of the bank (total no. of employee) is concerned. From the figure it can

be perceived that 12.6 per cent of the respondents below the bank size of 10000, 25.5 per cent of the respondents between the bank size of 10001-20000 and 24.2 per cent of the respondents above the bank size of 20000 have been agreed strongly to the ethics of business are different from the ethics of personal life. The deviation between these percentages appears to be very high.

Hence, with the results of Chi-square test it can be understood that there is a significant association between size of the bank (total no. of employee) and opinion on the ethics of business are different from the ethics of personal life (since p-value is 0.000).

Table 11
Opinion on 'The Ethics of Business are Different from the Ethics of Personal Life' Based on Experience

Chi-square value	p-value	The Ethics of Business are Different From the Ethics of Personal Life					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
59.46 **	0.000						
Experience	Up to 5 years	0	5	5	16	13	39
		0.0%	12.8%	12.8%	41.0%	33.3%	100.0%
	6 - 10 years	20	16	16	12	5	69
		29.0%	23.2%	23.2%	17.4%	7.2%	100.0%
	11 - 15 years	5	19	29	15	27	95
		5.3%	20.0%	30.5%	15.8%	28.4%	100.0%
Above 15 years	20	23	10	33	19	105	
	19.0%	21.9%	9.5%	31.4%	18.1%	100.0%	
Total		45	63	60	76	64	308
		14.6%	20.5%	19.5%	24.7%	20.8%	100.0%

Significant at 1% level**

Source: Primary Data

Table 1.11 shows the ethics of business are different from the ethics of personal life as per as their experience is concerned. From the figure it can be perceived that 33.3 per cent of the respondents up to the experience of 5 years, 7.2 per cent of the respondents between the experience of 6-10 years, 28.4 percent of the respondents between the

experience of 11-15 years and 18.1 per cent of the respondents above the experience of 15 years have been agreed strongly to the ethics of business are different from the ethics of personal life. The deviation between these percentages appears to be very high. Hence, with the results of Chi-square test it can be understood that there is a significant association between the experience and opinion on the ethics of business are different from the ethics of personal life (since p-value is 0.000).

Personal and Business Ethics

The hypothesis proposed for testing is:

H1 Personal ethics differ from business ethics based on experience of the respondents

Table 1.11 shows the ethics of business are different from the ethics of personal life as per as their experience is concerned. With the results of Chi-square test it can be understood that there is a significant association between the experience and opinion on the ethics of business are different from the ethics of personal life. Hence, **H1 'Personal ethics differ from business ethics in view of senior managers' is accepted.**

H2 personal ethics differ from business ethics in the opinion of well-educated respondents.

Table 1.9 shows the ethics of business are different from the ethics of personal life as per as their education is concerned. Chi-square test has been confirmed the result which explains there is a significant influence of education on the ethics of business are different from the ethics of personal life (since p-value is 0.000). Hence, **H2 'personal ethics differ from business ethics in the opinion of well-educated respondents' is accepted.**

H3 Personal ethics differ from business ethics in the base on the hierarchical level of the respondents.

Table 1.5 shows the ethics of business are different from the ethics of personal life as per as their hierarchy level is concerned. But, Chi-square test has been confirmed the result which explains there is no significant influence of hierarchical level on the ethics of business is different from the ethics of personal life (since p-value is more than 0.05). Hence, **H3 'Personal ethics differ from business ethics in the base on the**

hierarchical level of the respondents' is accepted.

Conclusion

By going through the percentage values, it can be self-evident that, majority of the respondents have been conveyed their acceptance on 'personal ethics and business ethics are different for the managers'. Even the analysis has been resulted the same that there is a significant influence of demographic factors such **age, income, education and** experience of respondent bank managers view on difference b/n personal and professional ethics. When it comes to organizational factors such as type of bank and hierarchical level have no influence as for as respondents view is concerned about difference between personal and business ethics.

Though differences found both in Professional and Personal Ethics as per the study, it is revealed that the person strong and firm in Personal ethics are more likely to follow Professional Ethics, leaving all conflict aside. It is always a topic of debate as to where do one learn Personal Ethics from? Many scholars have shared their views as to family, neighbors, schools; surroundings etc., are more likely to make the person come across Personal Ethics. But it majorly is concerned about one's own thinking of behavior and attitude. Similarly, Professional Ethics too do not match to every Profession. However, much of Personal Ethics are useful to identify and strengthen Professional Ethics.

For all concerned to be aware about ethics in relation to banking products and services, bank managers are expected to a code of ethics. Bank should follow certain standards and take measures to safeguard the interest of the customers.

From the various theories and models of Ethical building and resolving ethical conflict at the workplace, it can be said that Ethics is something a belief and moral values and cannot be forcefully implemented. In this context, the Divine Technology stands to be stronger if the person believes that God is the Goal, God is the way and God is the means. Therefore, Abraham Lincoln (1861-1865) wrote a letter to the Principal of the school of his son addressing saying, "He will have to learn, I know, that all men are not just, all men are not true. Teach him that for every enemy, there is a friend. Teach him, if you can, that a dollar earned is of far more value than five found...In school, teach him it is far more honorable to fail than to cheat... Teach him to have faith I his own ideas, even if

everyone tells him they are wrong... Teach him to be gentle with gentle people and tough with the tough... This is a big order; but see what you can do..." As said by the philosopher, "An ounce of practice is more than tones of theories." Ethics, either Personal or Professional is to put into practice. It transpires that the number financial frauds are on the increase and that the sectors which were vulnerable to fraud were financial services, real estate and infrastructure and social and Government sectors. Ethics in business/ banking is possible when businessmen and banker resist the temptation of easy money and stop resorting to short cuts. Organizations and banks have to learn to integrate their business operations/activities with social responsibility. This can only lead us to true peace and quality life. Or else as American President LindonJhonson (1965) says, "The guns, the bombs, the rockets and warships are the symbols of humanity's failures to find the way to true peace"

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