

# An Empirical Investigation of Relationship between Ethical Ideology and Demographic Factors of Bank Managers

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## ABSTRACT

*Ethics has always been a topic of interest for scholars and nowadays it is gaining considerable significance due to the deteriorating morality in the society that in effect impacts ethical behavior and business ethics. The main purpose of the research is to investigate the relationship between demographic factors (like age, gender, work experience, education) and ethical ideology. For measuring ethical ideology ethics position questionnaire (EPQ) was administered to a sample of 300 bank managers. It was found in research that idealism score varied among managers of different age groups but relativism score does not vary with age. It was also revealed that idealism and relativism score of male and female managers varies. It was also found that manager's year of work experience affects their ethical ideology, as it was tested that their idealism and relativism score varied across different years of experience.*

**Keywords:** *Ethical Ideology, Idealism, Relativism, Moral Philosophy, Ethics, Business Ethics, Ethics Position Questionnaire, Demographic Factors and Ethics*

## INTRODUCTION TO THE STUDY

Researchers and Academicians have used various measures worldwide to understand ethics. But the most widely used measure in study of ethics is Ethics Position Questionnaire developed by Donelson Forsyth in 1980. Forsyth (1980, 1985, 1992a, 1992b) created his own interactional model to address differences in the process of making moral judgments, the person

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X situation model. He believes that this model explains an individual's assessment of an ethical dilemma as an expression of a person's own integrated system of ethics. He termed this integrated system of ethics one's "Individual moral philosophy" (IMP) or ethical ideology. A person's moral beliefs, values and attitudes comprise his IMP (Forsyth, 1980). An IMP "provides guidelines for moral judgments, solutions to ethical dilemmas and prescriptions for actions in morally toned situations." Individual variations in approaches to moral judgment may be described most prudently by taking into account two basic factors-Relativism and Idealism (Schlenker & Forsyth, 1977). Forsyth (1980) defined Idealism as the degree to which individuals "assume that desirable consequences can, with the right action, always be obtained" (1980, p. 176). Relativism on the other hand is defined as, "the extent to which an individual rejects universal moral rules" while making ethical judgments (Forsyth, 1980, p. 175). According to Forsyth, individual differences in Relativism and Idealism influence judgments of moral issues (Forsyth, 1980). Highly Idealistic individuals will always try to avoid harming others and will not do anything which will have negative impact on others. On the other hand highly relativistic individuals feel that moral actions are situation and individual dependent, and while making decisions they consider the situation more than the ethical principle that are violated.

Literature review has identified more than 200 publications that have cited EPQ in some way. But in Indian context there are very few studies done to measure ethical ideology. Monga (2005) had done one study in understanding ethical ideologies of Indian managers in manufacturing sector in Punjab region. Another study was done by Vij et al. (2010) to explore the ethical orientation of managers of insurance industry in India. The study tested the validity and reliability of Ethical Position Questionnaire (EPQ) in the Indian context in Insurance sector only. But very little work has been done to understand ethical ideology of Indian managers working in banking sector. The present research is first such study of understanding ethical ideology of Indian managers working in banking sector. It is conducted in a different perspective from previous studies and will provide an empirical test for understanding ethics in banking sector. It is a comprehensive study covering managers from both public and private sector banks in Punjab. EPQ is used in this study to test ethical orientation of managers' i.e. whether they are idealist or relativist. Ethical orientation of managers is linked to their demographic profile to understand whether demographic factors determine ethical ideology of managers in banking sector.

## OBJECTIVES OF STUDY

- To understand ethical ideology of Indian managers working in banking sector.
- To examine the relationship between ethical ideologies of managers and their age, gender, education and experience.

## THEORETICAL FRAMEWORK

### Ethical Ideology and Age

Karande et al. (2002) used Kohlberg's (1981) moral development theory to highlight that an individual's emotion, cognition and judgment might transform as one grows and moves through stages of development. He reasoned that there should be some relationship between age and moral development as moral development is linked to life experiences. In his study he found significant age effect on relativism. In another study, Kim and Choi (2003) observed that high idealism and low relativism was displayed by older respondents and it was also found in their study that older respondents exhibited a higher level of adherence to professional ethics. Neupane (2014) argued that as a person ages he/she becomes less worried about wealth and progression and more in personal growth. Hartikainen and Torstila (2004) observed that young persons appeared to be more likely to give in to unethical activities in job-related settings. Marques and Azevedo-Pereira (2009) also found that age was major determinant of relativism. Fernando et al. (2008) reported no relationship between age and relativism but found that age was negatively related to relativism. Brown et al. (1998) found positive relationship between age and idealism score of sales managers. He found that older managers were to some extent more idealistic than their younger counterparts. Vitell et al. (1991) and Brown et al. (1998) found significant association between age and idealism. The association of age and moral development can be explained by Maslow's hierarchy of needs (1943), as individuals grow they move from basic needs to higher needs or self-actualization needs which give more value to inner content and integrity. So based on previous studies and observations our hypothesis is:

*Hypothesis 1: There is significant difference in idealism score across different age groups.*

*Hypothesis 2: There is significant difference in relativism score across different age groups.*

### **Ethical Ideology and Gender**

Gender is another factor that is of interest to scholars and is often debated as to be having impact on ethical ideology. A number of studies have been done to establish relationship between gender and ethical ideology and point towards mixed results. Singhapakdi et al. (1998) studied American marketers and found gender relativism relationship to be non-significant. Similarly, Fernando et al. (2008) found in his study that gender was not related to idealism and relativism. Whereas some studies (Henle et al., 2005; Karande et al., 2002) have identified gender as an important demographic factor influencing an individual's ethical decision making. In a Meta-analysis, (Frank et al., 1997) it was established that women are more likely than men to recognize that a business practice involves a moral issue. Gender was identified to be the most important determinant of ethical judgments against expectations where, men displayed significantly stricter judgments (Marques & Azevedo-Pereira, 2009). Vij et al. (2010) in his study found that women insurance managers exhibited better ethical standards than their male counterparts. As different studies related to gender and moral philosophy point to different directions, it makes it all the more important to do investigation in this matter. So based on various studies we established our hypothesis as:

*Hypothesis 3: There is significant difference between male and female subjects with respect to their idealism score.*

*Hypothesis 4: There is significant difference between male and female subjects with respect to their relativism score.*

### **Ethical Ideology and Education**

The relationship between education and ethical ideology is unclear as different studies have pointed in different directions. Some studies have found that education level is not related to ethical judgment (Dubinsky & Ingram, 1984; Kidwell et al., 1987; Merritt, 1991; Serwinek, 1992; Deshpande, 1997; Shafer et al., 2001). Some studies have identified positive relationship between education level and ethical judgment (Browning & Zabriskie, 1983; Jones & Gautschi, 1988; Razzaque & Hwee, 2002). Singhapakdi et al. (1990) found that more educated individuals were less idealistic than less educated but did not find a significant relationship between education and relativism. Similar results were reported by Ho et al. (1997). Lund (2000) observed that level of education has significant influence on marketing professional's moral decision making and behaviour. It has been argued by Yaman & Gurrel (2006) that higher education makes individual more skeptical and this

skepticism could be stimulated by promoting power and success. Bass et al. (1998); Marques and Azevedo-Pereira (2009) found that education did not have a significant effect on either idealism or relativism. Vij et al. (2010) observed that post graduate managers were relatively high on relativism as compared to graduate managers. Singh et al. (2011) identified that education may not be a factor in level of ethical maturity. Neupane (2014) observed significant positive relationship between education and relativism. Based on previous studies we hypothesize that:

*Hypothesis 5: There is significant difference in idealism score across managers of different educational qualification.*

*Hypothesis 6: There is significant difference in relativism score across managers of different educational qualification.*

### **Ethical Ideology and Work Experience**

Work experience is another factor which is supposed to impact moral decision making. It has been observed in various studies that experience level of individuals has positive relationship with ethical rules (Kidwell et al., 1987; Weeks et al., 1999). It was also reported that work experience and obeying ethical rules are negatively related to each other (Chiu, 2003; Pan & Sparks, 2012). Singh et al. (2011) established that government work experience can decrease a person's moral maturity score. It was reported by Neupane (2014) that both idealism and relativism are related to work experience. Pekdemir and Turan (2015) also reported experience having a significant influence on positive work behavior. So our hypothesis is:

*Hypothesis 7: There is significant difference in idealism score across managers of different years of work experience.*

*Hypothesis 8: There is significant difference in relativism score across managers of different years of work experience.*

## **RESEARCH METHODOLOGY**

Descriptive research methodology and specifically ex-post facto study was found suitable for the study. The universe of the study consisted of all public and private sector banks operating in Punjab. This study had been restricted to the managers working at middle and senior management levels only. For this study, Punjab was divided into three regions Majha, Malwa and Doaba. From these three regions three main cities are selected on basis of population- Amritsar from Majha region, Ludhiana from Malwa region and Jalandhar from Doaba region. A sample of 300 managers from top five public sector banks and top five private sector banks are selected for collecting sample on basis of

market capitalization of banks. Out of 300 questionnaires administered, 274 were complete and were used for the study.

### Measures and Tools used in the Study

The ethical ideology of the respondents is assessed by the Ethics Position Questionnaire (EPQ) developed by Forsyth (1980). Validity of EPQ in India has been validated in a study by Kour (2018). For the purpose of collecting primary data for the present study structured questionnaire (EPQ) on 5-point likert scale was used. The statistical techniques like descriptive statistics, Factor analysis, weighted average mean, and Kruskal-Wallis test were used for the analysis and interpretation of data. The statistical package for social sciences (SPSS version 16.0) software was used for analysis of data.

## ANALYSIS

### Demographic Profile of Respondents

**Table 1: Demographic Profile of Respondents**

Categories		Frequency	Percentage
Gender	<i>Male</i>	194	71%
	<i>Female</i>	80	29%
Age	<i>Less than 30 yrs</i>	24	9%
	<i>30-35 yrs</i>	68	25%
	<i>35-40 yrs</i>	68	25%
	<i>40-45 yrs</i>	77	28%
	<i>Above 45 yrs</i>	37	14%
Education	<i>Graduate</i>	44	16%
	<i>Post-graduate (PG)</i>	198	72%
	<i>PG &amp; above</i>	32	12%
Work experience	<i>Less than 5 years</i>	20	7%
	<i>5-10 yrs</i>	70	25.5%
	<i>10-15 yrs</i>	66	24%
	<i>15-20 yrs</i>	67	24.5%
	<i>More than 20 yrs</i>	51	19%
Sector	<i>Public</i>	139	50.7%
	<i>Private</i>	135	49.3%

A demographic profile of 274 bank managers of select cities of Punjab has been prepared with regards to their age, gender, education and work experience. As is seen from Table 1 most of the respondents are in middle age bracket, with 28% respondents of 40-45 yrs, 25% of 35-40 yrs and 25% of 30-35 yrs. 9% respondents are less than 30 years old and 14% respondents are above 45 years. It is evident from Table 1 that most of managers in select banks are male (i.e. 71%) and there are only 29% females working on managerial position in these banks. It is found from Table 1 that mostly the managers are post graduate (i.e. 72%). 16% of managers are graduate and 12% managers are post graduate and above. It is observed that 7% of managers have less than 5 years' work experience, 25.55% have 5-10 years' work experience, 24% have 10-15 years of work experience, 24.5% have 15-20 years of work experience and 19% have more than 20 years' experience. It is also observed that 18% of the managers of select banks are posted in present branch for less than 6 months, 14.5% for 6 months to 1 year, 17% for 1 year to 1.5 years, 31% for 1.5 years to 2 years, 5.5% for 2-2.5 years and 14% for 2.5-3 years.

It can also be seen than 50.7% of managers of select banks are from public sector banks and 49.3% are from private sector banks. So we can say the sample is almost equally distributed among two sectors.

### Normalcy of Data

An assessment of normalcy of data is a pre-requisite for most of the statistical tests. So before applying any test, data was tested for normalcy. Kolmogorov Smirnov and Shapiro-Wilk test was applied using SPSS16. This test examines whether the distribution of survey questionnaire items differ significantly from a normal distribution. The significance value of the K-S test indicated the degree to which the data deviates from normality. A significance value approaching 0.000 for this test indicates that the data is non-normally distributed. As observed from Table 2 the K-S test results for the idealism and relativism reveal that the data set deviates from normality.

**Table 2: Tests of Normality**

Kolmogorov-Smirnov Shapiro-Wilk Test						
	Statistic	Df	Sig.	Statistic	Df	Sig.
<b>Idealism</b>	.153	274	.000	.936	274	.000
<b>Relativism</b>	.079	274	.000	.985	274	.000

As the data was not normally distributed so parametric tests was not suitable to get reliable results. Therefore, rather than applying any parametric test, non-parametric test Kruskal-Wallis test was used. The Kruskal-Wallis test is the non-parametric test equivalent to the one-way ANOVA. It is an extension of Mann-Whitney U test that allows comparison of more than two independent groups. Using the Kruskal-Wallis test, we can determine whether the population distributions are identical. The analysis was done at 0.05 significance level. This test helped in establishing whether idealism and relativism vary among different age groups, gender, work experiences and education level.

## RESULTS AND DISCUSSION

To test Hypothesis 1 and Hypothesis 2, Kruskal Wallis test was applied twice. First analysis included idealism as dependent variable and age as grouping variable. It was observed from the Table 4 that there was significant difference of idealism score in different age groups of bank managers, Chi-square = 7.851,  $p = 0.047$  and hence the test results support hypothesis 1. So it can be said that idealism score of managers vary with age and managers of different age groups have different moral idealism. As observed from Table 3, mean rank score of idealism was highest in young managers (i.e. those between 30-35 years of age) followed by older managers (i.e. those above 55 years of age). Interestingly those between 35-40 years of age had high idealism score followed by managers whose age was between 40-45 years of age. It can be concluded from these findings that when new managers are recruited they are idealistic in their approach; it may be due to excitement of new job or zeal to prove oneself. But as they grow (i.e. 35-40 years) they become less idealistic. It may be due to different work pressures and targets in the organization. But with age they again become more idealistic i.e. after 40 years of age their idealism score increases.

Second analysis included relativism as dependent variable and age as grouping variable. It was observed from the Table 4 that there is no significant difference of relativism score in different age groups of bank managers, Chi-square = 5.616,  $p = 0.230$ . Hence the test results do not support the hypothesis 2, that there is significant difference in relativism score across different age groups. So it can be said that relativism score of managers do not vary with age.

**Table 3: Mean Rank Score of Idealism and Relativism for Different Age Groups**

		<b>Idealism</b>	<b>Relativism</b>
<b>Age</b>	<b>N</b>	<b>Mean Rank</b>	<b>Mean Rank</b>
<b>Below 30 yrs</b>	24	145.25	122.75
<b>30-35 yrs</b>	68	153.62	151.60
<b>40-45 yrs</b>	68	118.10	139.40
<b>55 yrs and above</b>	37	146.32	116.59
<b>Total</b>	<b>274</b>		

**Table 4: Kruskal Wallis Test Statistic (Grouping Variable-Age)**

	<b>Idealism</b>	<b>Relativism</b>
Chi-Square	7.851	5.616
Df	4	4
Asymp. Sig.	.047	.230

The results were consistent with the results of studies of Vitell et al. (1991) and Brown et al. (1998) where association was found between age and idealism. So we can say that managers exhibit different levels of idealism at different stages of age and we cannot generalize that it increases or decrease with age, it varies across different age groups. Whereas relativism score of managers does not vary with age.

To test Hypothesis 3 and Hypothesis 4, Kruskal Wallis test was applied twice. First analysis included idealism as dependent variable and gender as grouping variable. It was observed from the Table 5 that mean rank score for idealism (150.84) was greater than mean idealism score (132.00) of male managers. Kruskal-Wallis test confirmed that there was significant difference of idealism score between male and female bank managers, Chi-square = 3.243,  $p = 0.042$ . Hence the test results supported the hypothesis 3, that there is significant difference between male & female subjects with respect to their idealism score. So we could say that idealism score of managers vary among male and female bank managers. As it is seen females mean idealism score (150.84) was more than mean idealism score (132.00) of male managers and significant difference was confirmed from testing. So we could infer that female managers are more idealistic in their ethical orientation as compared to their male counterparts.

**Table 5: Mean Rank Score of Idealism and Relativism for Gender**

		<b>Idealism</b>	<b>Relativism</b>
<b>Gender</b>	<b>s</b>	<b>Mean Rank</b>	<b>Mean Rank</b>
Male	194	132.00	147.55
Female	80	150.84	113.12
Total	274		

**Table 6: Kruskal Wallis Test Statistic (Grouping Variable-Gender)**

	<b>Idealism</b>	<b>Relativism</b>
Chi-Square	3.243	10.716
Df	1	1
Asymp. Sig.	.042	.001

Second analysis included relativism as dependent variable and gender as grouping variable. It was observed from the Table 5 that mean rank of relativism score (147.55) of males was more than mean relativism score (113.12) of females. Kruskal-Wallis test (Table 6) confirmed that there was significant difference of relativism score between male and female bank managers, Chi-square = 10.716,  $p = 0.001$ . Hence the test results supported hypothesis 4, that there is significant difference between male & female subjects with respect to their relativism score. So we could say that relativism score of managers vary among male and female bank managers. It was also observed that male managers mean relativism score (147.55) is more than females relativism mean rank score (113.12) as compared to their female counterparts. So we could say that male managers are more relativistic in their ethical ideology.

The results were consistent with some previous studies (Frank et al., 1997; Karande et al., 2002; Henle et al., 2005; Marques & Pereire, 2009; Vij et al., 2010) where gender was found to be important variable in determining ethical judgment and orientation of people. So we could say that female managers seem to reveal greater ethical commitment than male managers. Female managers are more sensitive with ethical issues. Female managers rely more on moral principles while making decisions. They have better ethical standards than male managers. Whereas male managers believe moral decisions are situation dependents and they rely less on moral principles while making decisions. The logical reason of this difference of ethical ideology based on gender could be explained with help of “the ethic of caring” based on Gilligan’s (1982) work. We

could say that “the ethic of caring” exhibited by women would lead them to believe that taking actions that are harmful to others is avoidable; therefore, women exhibit greater idealism. Men, on the other hand, tend to be more “independent, masterful, assertive, and instrumentally competent” (Eagly & Wood, 1991, p. 309, as cited in Fernando et al., 2008), and therefore could exhibit certain actions to situations in order to show their competence. With a more communal character, women might have no motivation to do so. In other words, men would be expected to be more relativistic than women (Karande et al., 2002, as cited in Fernando et al., 2008). This point of view, is attuned with the observations of Forsyth et al. (1988, p. 244) that “the ethic of caring appears to be conceptually similar to the idealism dimension” of moral philosophies and “may also be inversely related to relativism if individuals feel that caring for others is a fundamental moral principle” (Fernando et al., 2008).

To test Hypothesis 5 and Hypothesis 6, Kruskal Wallis test was applied twice. First analysis included idealism as dependent variable and education as grouping variable. It was observed from the Table 7 & 8 that idealism score increase with education but there is no significant difference of idealism score of managers with different qualification levels, Chi-square = 4.176, p = 0.124. Hence the test do not support the hypothesis 5 and we can say that idealism score of managers do not vary with educational qualification.

Second analysis included relativism as dependent variable and education as grouping variable. It was observed from the Table 7 & 8 that the relativism score of managers increases with level of education but no significant difference was found in relativism score of managers with different qualification levels, Chi-square = 4.063, p = 0.131. Hence the test do not support hypothesis 8 and we can say that relativism score of managers do not vary with educational qualification. It implies that managers having different educational qualification do not have different moral relativism. We could infer that ethical orientation of managers do not vary with educational qualification.

**Table 7: Mean Rank Score of Idealism and Relativism for Education**

		<b>Idealism</b>	<b>Relativism</b>
<b>Qualification</b>	<b>N</b>	<b>Mean Rank</b>	<b>Mean Rank</b>
Graduation	44	115.70	141.50
Post-graduation	198	140.84	132.58
Post-graduation and above	32	146.81	162.47
Total	274		

**Table 8: Krushal Wallis Test Statistic (Grouping Variable-Education)**

	<b>Idealism</b>	<b>Relativism</b>
Chi-Square	4.176	4.063
Df	2	2
Asymp. Sig.	.124	.131

It was found that education level is not related to either idealism or relativism and our results confirm studies of Bass et al. (1998); Marques and Azevedo-Pereira (2009). Although increased education has been shown to predict cognitive moral development (Ho et al. 1997, as cited by Bass et al., 1998), higher education did not seem to be linked with bank managers' personal moral philosophy. Probably the lack of significant findings is due to the high education level of our sample. As all of the bank managers in our study are at least graduates.

To test Hypothesis 7 and Hypothesis 8, Kruskal Wallis test was applied twice. First analysis included idealism as dependent variable and work experience as grouping variable. It was observed from the Table 10 that there is significant difference of idealism score in different work experience groups of bank managers, Chi-square = 14.475,  $p = 0.006$ .

**Table 9: Mean Rank Score of Idealism and Relativism for Work Experience**

		<b>Idealism</b>	<b>Relativism</b>
<b>Work Experience</b>	<b>N</b>	<b>Mean Rank</b>	<b>Mean Rank</b>
Below 5 yrs	20	138.10	104.15
5-10 yrs	70	151.30	143.11
10-15 yrs	66	110.82	138.11
15 yrs - 20 yrs	67	131.64	157.21
20 yrs and above	51	160.55	116.20
Total	274		

**Table 10: Kruskal Wallis Test Statistic (Grouping Variable-Work Experience)**

	<b>Idealism</b>	<b>Relativism</b>
Chi-Square	14.475	11.756
Df	4	4
Asymp. Sig.	.006	.019

Hence the test support hypothesis 7, that there is significant difference in idealism score across managers of different years of work experience. So we can say that idealism score of managers vary with years of work experience. It implies that managers of different years of work experience have different moral idealism. It was observed from Table 9 that mean rank score of idealism (160.55) was highest in managers who had work experience of more than 20 years of work experience followed by managers having 5-10 years of work experience (151.30) and managers having 10-15 years of work experience had minimum rank score of idealism (110.82). So we can say that idealism score of managers does not increase or decrease with years of work experience but it varies with different years of work experience.

Second analysis included relativism as dependent variable and age as grouping variable. It was observed from the Table 10 that there is significant difference of relativism score in different work experience groups of bank managers, Chi-square = 11.756,  $p = 4$ . Hence the test support the hypothesis that there is significant difference in relativism score across managers of different years of work experience. So we can say that relativism score of managers vary with years of work experience. It can be concluded from this test that managers of different years of work experience differ with respect to their ethical orientation. It was also observed that mean rank score of relativism was highest in managers having 15-20 years of work experience (157.21) followed by managers having work experience of 5-10 years of work experience (143.11) and minimum in managers having work experience of less than 5 years (104.15). So we can say that relationship between relativism score of managers and their years of work experience does not have any set pattern, but relativism score of managers fluctuates with years of work experience. It can be said when a new manager joins bank, he is idealistic but over the years in organization his ethical orientation changes sometimes his ethical orientation shifts to relativism and sometimes to idealism but when he has acquired enough of work experience like more than 20 years of work experience than he is more idealistic or we can say he is more ethical in his outlook.

It was found that work experience has significant influence on ethical ideology of individuals and the results are consistent with results of Neupane (2014) and Pekdemir and Turan (2015).

## CONCLUSION

It is found from Kruskal Wallis test that idealism score varies among managers of different age groups but relativism score does not vary with

age. But it is also found that idealism score of managers neither increases nor decreases with age, it varies across different age groups. The idealism score of managers is highest in 30-35 age group and for those above 55 years of age. It means young managers are idealistic in their approach but with age they lose this idealistic ideology to some extent but regain it when older.

It is also revealed that idealism and relativism score of male and female managers varies. So we can say that male and female managers have different moral ideologies. It is also found that female managers are more idealistic than their male counterparts. We can conclude from this that females are more ethical than their male counterparts.

It is also implied from testing that educational qualification did not have any impact on ethical orientation of managers. This result is contradictory to many previous studies. The reason that no relationship was found between ethical ideology and education can be the fact that our sample consisted of highly qualified managers.

It is also found that manager's year of work experience affects their ethical ideology, as it is tested that their idealism and relativism score varies across different years of experience. The relationship between ethical orientation and years of work experience does not have a set pattern but it fluctuates and manager's ethical orientation keeps on shifting from idealism to relativism.

## IMPLICATIONS OF THE STUDY

This study is of significance for policy makers and management of public and private sector banks for designing various training and development plans for these banks. It will be helpful in designing different management development programmes also.

It is observed that idealism score of managers varies across different age groups. It is seen that young managers have high idealism score but it lessens with age. So there is need to make sure that young managers retain their ethical orientation, for this purpose apart from initial orientation and training for young managers intermediate training and development programmes should be developed for managers of all age groups.

It is also found that female managers are more idealistic than their male counterparts.

We can conclude from this that females are more ethical than their male counterparts. So they are better suited for manager job in banks. It is also suggested that proper training and orientation programs be developed

for male managers. As females are more ethically inclined due to their Ethics of caring nature but males need to be sensitized about it.

## FUTURE RESEARCH SCOPE

There is always scope for further research .In this research also there is scope for future research as follows:

1. Only ten banks have been taken into consideration in this research. This can be extended to more banks in future research.
2. Area of research can be extended to more regions to have a holistic view of the ethical practices in different periphery of the country.
3. Future research may increase the number of respondents.
4. Research can be done to know about ethical practices of banks from customer perception also.

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