

Personal values and its impact on Job Performance of Private Sector Bank Employees - an Empirical Perspective

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Abstract

Personal values held by an individual in the context of work that are (a) concerned with fellow human beings and (b) those concerned with perpetuity of organizations have to be studied for their impact on job performance and employee competency. In this research an attempt has been made to examine the impact Personal values in enhancing employee's job performance in private sector banks. This study is a descriptive one. Primary data was collected by the researcher with the help of structured questionnaire administered towards the middle level employee's from two leading private sector banks head offices and branches at 2 Cities Tiruchirappalli, Tanjore of Tamilnadu, India. 235 employees from those banks constitute the sample size. Simple Random Sampling using lottery method was adopted to select the respondents. Multiple Regression, ANOVA and Structural Equation Modeling using AMOS was adopted to analyze the Data. Some of the relevant findings were derived that will be significant to present scenario with respect to private banking sector.

Key Words: Personal Values, Job Performance, Employee Behaviour, Private Banks

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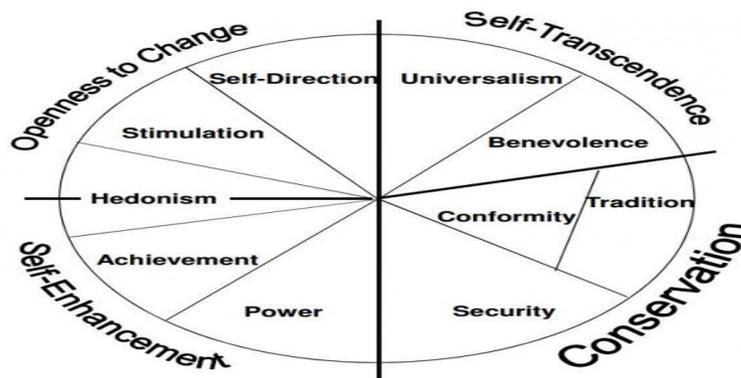
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1. Introduction

Personal Values are “abstract ideals, positive or negative, not tied to any specific object or situation, representing a person’s beliefs about modes of conduct and ideal terminal modes (Milton, 1968). Personal values are the things that are important to all individuals, the characteristics and behaviors that motivate and guide an Individual’s decisions. Personal values are the values to which an individual is committed and which influences his behaviour (Theodorson and Achilles, 1969). There may be innumerable values for an individual but a few of them significantly influence the behavior like Dependability, Reliability, Loyalty, Commitment, Open-mindedness, Consistency, Honesty, etc. Schwartz in 1992 presented 10 motivationally distinct types of personal values.



Source: Schwartz_values

1.1 Banking Industry in India:

The Indian banking industry plays an important role in the economic development of the country and is the most dominant segment of the financial sector. Banks help channel savings to investments and encourage economic growth by allocating savings to investments that have potential to yield higher returns. India’s banking system is a robust

one and is classified into commercial banks and co-operative credit institutions. Commercial banks include: 1) scheduled commercial banks (SCBs) and non-scheduled commercial banks. SCBs are further classified into public sector banks (PSBs), private banks, foreign banks and regional rural banks (RRBs). Cooperative credit institutions include the various co-operative banks.

1.2 Private Sector Banks:

The private-sector banks in India represent part of the Indian banking sector that is made up of both private and public sector banks. The "private-sector banks" are banks where greater parts of stake or equity are held by the private shareholders and not by government. These banks are highly dependent on the Job Performance of their Employees for making more profit and retaining Customers. Personal Values of those Employees play a vital role for enhancing their Job Performance. As Bardi and Schwartz (2003) pointed out, the relationship between values and behaviors is partly obscured by norms. Sometimes highly endorsed values and behaviors show weaker value-behavior relationships because normative pressures may induce individuals to comply with group expectations rather than basing their behaviors on their own values.

2. Literature Review

Most of the early attempts in studying personal values have observed that values play a very important role in determining individual behaviour, decision making and managerial success (Mc Murry, R., 1963, Sikula, A.F., 1971, Singer, H.A., 1975).

Moreover the similarity in value orientations plays an important role in eliminating value conflicts and have significant implications for the organisations which need to integrate for high performance work systems in the organizations. (England, G.W., 1967, Watson, J.G., and Barone, S., 1976).

Also the studies that attempted to find out the link between the general values and work values pointed that general values produce work values i.e, work values emerge from the projection of general values onto the domain of work (Ros, M., Schwartz S. H., Surkiss S., 1999).

The research on work values also conceived that work values are derived from people's basic value systems that help them navigate through the multiple spheres of their lives (Podsakoff, M., MacKenzie S. B., and Fetter, R., 1993). Values signify desired goals scaled according to importance, which guide a person's life, behavior that is directed towards goals, and criteria for choosing those goals.

2.1 Research Objectives

- To Examine the impact of personal values in enhancing employee's job performance in private sector banks
- To Analyze Personal Values impact on Employee's Behaviour

2.1.1 Hypothesis

There is a relationship among personal values and employee's job performance in private sector banks

3. Methodology

This study is a descriptive one. Primary data was collected by the researcher with the help of structured questionnaire administered towards the middle level employee's from two leading private sector banks head offices and branches at 2 Cities Tiruchirappalli, Tanjore of Tamilnadu, India. 235 employees from those banks constitute the sample size. Simple Random Sampling using lottery method was adopted to select the respondents. To test the reliability of the data collected, the researcher used cronbach's Alpha test and the value is 0.895 which shows that the data has satisfactory reliability and validity.

3.1 Variables and their measurement

The details of independent and dependent variables selected for the study are given below. The Factors in Personal Values of Employees considered for this study are Autonomy in work, Honesty, Advancement, Creativity, Achievement, Responsibility, Emotional stability, Cooperation, Ethical orientation, Recognition, overall performance of Private Sector Banks.

4. Analysis

4.1 Reliability Statistics

An examination had been made from the reliability of the data to check whether random error causing inconsistency and in turn lower reliability is at a manageable level or not by running reliability test. From the table no 1 it is clear that values of coefficient alpha obtained was **.895** this shows data has satisfactory internal consistency reliability.

Table 1. Reliability Statistics

Cronbach's Alpha	N of Items
.895	10

4.2 Statistical Tools Used

Using Statistical Package for Social Sciences (SPSS) the following tools were administered in this study 1) Multiple Regression, 2) ANOVA and 3) Structural Equation Modeling using AMOS

**Table 2. Impact of Personal Values on Job Performance of Employees
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714(a)	.510	.487	.306
<i>Predictors: (Constant), Autonomy in work, Honesty, Advancement, Creativity, Achievement Responsibility, Emotional stability, Cooperation, Ethical orientation, Recognition</i>				

The multiple regressions are shown in the above table 2. The model summary table shows R-Square for this model is .510. This means that 51.0 percent of the variation in personal values (dependent variable) can be explained from the 9 independent variables. The table also shows the adjusted R-square for the model as .487.

Any time another independent variable is added to a multiple regression model, the R-square will increase (even if only slightly). Consequently, it becomes difficult to determine which models do the best job of explaining variation in the same dependent variable. The adjusted R-Square does just what its name implies. It adjusts the R-square by the number of predictor variables in the model. This adjustment allows the easy comparison of the explanatory power of models with different numbers of predictor's variable. It also helps us decide how many variables to include in our regression model.

TABLE 3. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.246	9	2.250	24.102	0.000
	Residual	19.507	209	.093		
	Total	39.753	218			
<i>Predictors: (Constant), Autonomy in work, Honesty, Advancement, Creativity, Achievement, Responsibility, Emotional stability, Cooperation, Ethical orientation, Recognition</i>						
<i>Dependent Variable: overall performance of banks</i>						

The ANOVA, as displayed in the above table 3 shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The F ratio is calculated the same way for regression analysis as it was for the ANOVA technique. The variance Independent variable that is associated with dependent variable (overall performance) is referred to as explained variance. The remainder of the total variance in Independent variable that is not associated with dependent variable is referred as unexplained variance.

The larger the F ratio the more will be the variance in the dependent variable that is associated with the independent variable. The F ratio = 24.102. The statistical significance is .000 - the “Sig”. So we can reject the null hypothesis that no relationship exists between the two variables. There is relationship between independent and dependent variables.

TABLE 4. Coefficients

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.707	.218		3.249	.001
Autonomy in work	.172	.030	.392	5.807	.000*
Honesty	.083	.042	.139	2.005	.046*
Advancement	.057	.050	.072	1.139	.256
Creativity	.064	.034	.103	1.912	.057*
Achievement	.004	.035	.009	.117	.907
Responsibility	-.027	.040	-.044	-.672	.502
Emotional stability	.080	.047	.102	1.702	.090
Cooperation	.143	.036	.243	4.009	.000*
Ethical orientation	.080	.050	.105	1.602	.111
Recognition	.103	.046	.131	2.256	.025*

Dependent Variable: overall performance

To determine if one or more of the independent variables are significant predictors of overall performance of banks, we examine the information provided in the coefficient table 4. Out of ten independent statements eight statements are statistically significant.

The standardized coefficient beta column reveals that Autonomy at work has a beta coefficient 0.392, which is significant (0.000). Honesty has a beta coefficient 0.139, which is significant (0.046). Advancement has a beta coefficient 0.072, which is not significant (0.256). Creativity has a beta coefficient 0.103, which is significant (0.057). Achievement has a beta coefficient 0.009 which is not significant (0.907). Responsibility has a beta coefficient -0.044, which is not significant (0.502). Emotional stability has a beta coefficient 0.102, which is not significant (0.090). Cooperation has a beta coefficient 0.243, which is significant (0.000). Ethical orientation has a beta coefficient 0.105, which is not significant (0.111). Recognition has a beta coefficient 0.131, which is significant (.025).

It is clearly found out that autonomy at work and cooperation among the employees will have a real impact on enhancing the overall performance of the banks.

5. Implications and Conclusion

Personal values are subjective in nature, and reflect what people think and state about themselves. Consequently, researchers and laymen sometimes question their usefulness in influencing action. Yet, self-reported values predict a large variety of attitudes, preferences and overt behaviors. Individuals act in ways that allow them to express their important values and attain the goals underlying them. Personal values held by an individual in the context of work that are (a) concerned with fellow human beings and (b) those concerned with perpetuity of organizations were studied and analyzed here. The personal values which are particular to the context of work (social focus values) are assumed to impact job performance and competency of employees. Since the private banks were rely highly on their employees, Personal Values of those employees plays a vital role for enhancing their Job Performance. From this research it is clear that autonomy at work and cooperation among employees will have an impact on job performance. Private Sector Bank authorities need to show involvement in these aspects in order to get better performance out of their employees.

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