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Employee Perceptions of Ethical Dimensions in Public and Private Sector Banks

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ABSTRACT

Banking ethics is defined as the application of moral values and principles in the conduct of a banking business. Thus, it is the form of applied ethics that is applicable in the banking industry. The core ethical principles that govern ethical conduct in banking business are like trust, transparency, impartiality, objectivity, openness, due diligence, fidelity, and more. Due to increasing ethical issues in business, banks face many challenges in preventing fraud, such as regulatory complexity, data availability, operational difficulties, technology gaps, and third-party support for conducting due diligence for their credit decisions, compliance policy, etc. A bank is operated by its employees; thus, the employees have a lot of responsibility for ensuring alignment of Internal and external ethical practices. They bridge the gap between policy and action, identify ethical misconduct and possibilities. Therefore, this study examined the perceptions of ethical practices between employees of scheduled private and public sector banks operating in Kamrup metro district of Assam. From the study, it has been found that employees in public sector banks consistently reported significantly higher perceptions of ethical practices related to Transparency and Disclosure, Welfare and Professional Standards, and Governance and Risk Management compared to employees in private sector banks. The differences in Transparency and Disclosure and Governance and Risk Management were particularly strong and statistically significant, suggesting that public sector banks are perceived as operating under stricter compliance, disclosure, and regulatory oversight norms.

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1. Introduction

Bank earlier is seen as a trustworthy institution (Green, 1989; Harvey, 1995; Forseth *et al.*, 2014). With the growing and changing economic environment and adverse levels of competition in the sector, banks seem to compromise their ethical stance (Paulet *et al.* 2015; Ferreira *et al.*, 2016). Banks face a lot of challenges in preventing fraud, like regulatory complexity, data availability, operational difficulty, technology gaps, and support from third parties to conduct the due diligence exercise for their credit decisions (Bhasin, 2016). Third party include lawyers, valuers, chartered accountants, statutory auditors, real estate agents, builders, warehouse owners, motor vehicle dealers, agricultural equipment dealers and third-party service providers and more. Due to this kind of challenges, kind of negligent, inaction on the part of banks lead to or facilitated frauds in banks (Sood & Bhushan, 2020). Ethical practices are extremely important for banking industry because it functions on one of the key principles of ethics viz. trustworthiness. It is important for banking professional to know of what is expected from them and how they perform it and code of conduct help to streamline it. When the principles of ethics are adopted banking practices it provides a guideline in dealing with ethical issue. Banking ethics is a form of applied ethics, which is applicable in the banking industry. It refers to the principles, moral, values, that governs the conduct of a banking unit in ethical manner, focusing on the core ethical principles like trust, transparency, impartiality, objectivity, openness, due diligence, fidelity and aligning with the core principles of ethical banking (Alhaji *et al.*, 2025) like social and environmental responsibility, financial inclusion, transparency and accountability, customer centric, avoidance of harmful activities, ethical investment. Ethical practices become the foundation of trust and credibility in the banking sector. As banks operate as custodians of public funds, they must maintain high standards of transparency, accountability, and professional integrity. Employee perceptions shape ethical banking practices, influencing compliance and institutional trust in India's dual sector landscape. Difference in governance structures, regulatory oversight, and organisational culture between public and private sector banks may influence employee perceptions of ethical conduct.

Examining ethical perceptions at the regional level becomes equally important as banking practices are often shaped by local socio-economic conditions, and institutional accessibility. Research studies were identified that examined banking ethics across various Indian states (Shahbaz & Tiwari, 2022; Pan, 2020; Goyal & Joshi, 2011), yet no studies were identified that specifically address ethical practices in Assam's banks. The objective of this study is to examine the difference in the perception of ethical practices between employees of private and public sector banks.

2. Literature Review

2.1 Ethics in Banking and Financial Services

Ethics on banking and financial services has emerged as a central concern in academic and policy discourse, particularly in the aftermath of repeated financial crisis, misconduct scandals and declining public trust. Ionascu *et al.,* (2023), revealed the key concerns and trends in banking ethics as well as the experiences of

bank customers. By unifying the nation's integration and applied ethics standards, the research sought to improve public trust in the financial banking industry as well as the attention given to customer interests in connection to banks. According to Kour (2020), the banking sector is plagued by a number of ethical problems, including inadequate ethics training, problems with trust openness, increased competitiveness, the complexity of banking operations, money laundering, etc. Herzog (2019), stated that bankers have obligations not just to their customers, which is the conventional emphasis of professional ethics, but also to prevent systemic harm to entire societies. Banking ethics is a specific set of moral principles and guidelines that should be adhered to by financial organisations and banking industry personnel (Fetiniuc & Luchian, 2014). Vijaykumar *et al.*, (2020), described ethical perspectives in different public and private banking sector. The study concluded that ethics, in general, is concerned with values, and it has become a branch of study in the curriculum known as philosophy. However, philosophers eventually became dissatisfied with this general ethics and began thinking about ethics in various fields. Eyoma & Danjuma (2025) studied the issue and challenges of ethics in banking industry. The study concluded that ethical issues and challenges in the Indian banking industry are improving, particularly in the loaning department, and the government intervention is needed to address these issues so that customers can reap the benefits of government schemes, which can also help in the overall growth and development of individuals, states, and economies.

2.2 Corporate Governance, Ethical Culture and Organizational Outcomes

Employee perception, satisfaction and commitment play an important role in shaping ethical behaviour and service quality in the banking sector. Existing literature suggests that employees' evaluations of organisational ethics, fairness, and support significantly influence their job satisfaction and commitment. Jain & Sarupria (2019), provided a framework for comprehending the problems with corporate governance and ethics in Indian banking. Ethical concerns in banking practices have grown in importance and should be taken into account by all countries, particularly in light of the frequent bank failures that result in the loss of deposits. Studying the factors that influence ethical banking is increasingly essential to fostering an atmosphere that supports the practice and maintenance of customer trust. JC (2025), described ethical leadership and employee behaviour in the private sector bank in India. The study concluded that ethical leadership influences both the organisational citizenship behaviour and the psychological empowerment of the transparency to enhance the psychological empowerment among employees and inculcating the organisational citizenship. Paliwal (2025), examined the impact of ethical behaviour in the banking organisation. The study concluded that the ethical dilemma in the banking sector was precisely identified and elaborated, leading to a number of issues caused by high levels of income inequality as one of the root causes.

2.3 Ethical Banking Models and Financial Performance

Halama & Teply (2017) examined the impact of ethics on the financial performance of banking business models. The researchers contended that the current lobal banking industry's operations are unsustainable, and the researchers concluded that ethical banking might be one of the alternative models. Cooperatives should strive to maintain market competitiveness while leveraging the components of a governance structure that prioritizes the needs of members. Nyka (2023) aimed to assess effects of aggressive marketing on market share in banking industry. The theory guiding this study was Porter (1980) argues that competitive advantage is the superior position a firm whereby to this proposal is commercial bank occupies in a market versus its competitors, then Resource Based theory. The study concluded that conducting in-depth product analysis enhanced competitive advantage, attract and retain customers, and manage risks effectively. Banks in Tanzania should consider investing in research and development specifically for prior product analysis before launching product to the market to stay responsive to market demands and gain a competitive edge.

2.4 Customer Relationship Management, Satisfaction and Retention

Munyoro & Nyereyemhuka (2019), examined the role of customer relationship management in retaining customers in the Zimbabwean banking sector. The study concluded that the Zimbabwe banks must train their employees to manage CRM applications and software effectively. And the bank manager must effectively communicate the customer relationship management policies, and practices to all the employees. Kiluva & Senaji (2020) described the role of the CRM in customer retention and acquisition of the customer. The study concluded that the banks were positively perceived by the customers, which is a positive sign towards CRM practices in the banking sector. But the banks should focus on those who are dissatisfied with the CRM practices of the banks for the retention of customers. Seid (2025) concluded that the competitive environment demands to protect the market share, arrest the customer erosion, continue to impress business growth rate and adopt to best practices model of other banks. Technology has a significant impact on bank performance by providing alternate delivery channels for services to customers and computerization of back-office work through business processes. Sahoo *et al.,* (2025) indicates that the CRM practices of banks have a significant direct effect on the effectiveness of e-banking; along with significant indirect effect through the mediation of the effectiveness of branch banking. Further, customer biases are seen to significantly moderate the above effects, and the model invariance is also successfully tested. Novelty refers to structural relationships among components of both traditional business practices (branch banking) and modern business practices (e-banking) have never been studied prior to this research work having CRM as its context. Lalitha *et al.,* (2022) examined the customer perception towards CRM practices in commercial banks in India. The study concluded that responsiveness and marketing mix elements has significant relationship with customer satisfaction and loyalty in private sector banks.

2.5 Theoretical Framework

The study is based on Integrated Risk-Governance Framework graphic in Basel Committee's Corporate Governance Principles for Banks (July 2015, p.7 of the PDF) and Stake-holder centric Multi perspective approach. The four-dimensional approach that encompasses the fundamental aspects of ethical banking operations: Transparency & Disclosure (TD), Customer Protection & Welfare (CP), Social Responsibility & Sustainability (SR), and Governance & Risk Management (GRM) is theoretically grounded by the theory. Employee is an important stakeholder, who plays an important role in organisational decision-making and performance evaluation. Studying the employee perception is a significant gap in existing banking ethics research, where most of the research focused on customers perspectives. Employees perception is studied through the organisational culture and job satisfaction dimension recognizing that employees are essential stakeholders whose well-being and ethical behavior directly impact organizational performance.

3. Research Methodology

For the present study primary data was collected using a structured questionnaire. Data were collected from employees of commercial banks. Research studies were identified that examined banking ethics across various Indian states (Shahbaz & Tiwari, 2022; Pan, 2020; Goyal & Joshi, 2011), yet no studies were identified that specifically address ethical practices in Assam's banks. The study was therefore, conducted in Assam and the area of the study selected is Kamrup (M). This district was selected as the highest concentration of commercial bank branches in the state of Assam is in Kamrup (M) making it suitable location for an empirical investigation of banking practices.

The total number of banks operating in the district of Kamrup (M) is 26 and therefore, for this study data was collected from employees of 26 commercial banks functioning in Kamrup (M). For selecting the sample size, the method Krejcie and Morgan (1970) was considered to determine the sample size of employees, which is the most accepted method in Social Science. Since the population is finite, the required sample size for the study based on Krejicie and Morgan (1970) must be 372 or above. A sample size of 400 was initially taken up for the study but after discarding several entries based on the incomplete nature of the questionnaires, 396 responses were considered for analysis.

The employee sample consisted of 252 respondents from public sector banks and 144 respondents from private sector banks. This distribution is proportionate to the actual branch presence in Kamrup (M) district where there are 309 public sector bank branches and 174 private sector bank branches. The sample distribution reflects the population structure of the banking network in the study area.

The study is subject to several delimitations, like the research focused exclusively on scheduled public and private sector banks, and is limited to Kamrup metro district of Assam. The primary data for the study was collected from March 2025 to August 2025. A structured questionnaire was formulated for the purpose of

the study. Responses were recorded on a five-point scale ranging from 1 to 5, where 1 indicates Strongly Disagree and 5 indicates Strongly Disagree.

To test reliability of the study Cronbach's alpha was conducted and the results are presented in the table below:

Table 1: Reliability Test results for Employee Data

Serial No.	Scales	Cronbach's Alpha
1.	Transparency and Disclosure	.866
2.	Employee Welfare and Standard	.868
3.	Social Responsibility and Sustainability	.771
4.	Governance and Risk Management	.700
5.	Employee Experience and Ethical Conduct	.713

Source: Compiled by the Author

The reliability coefficients of all the items for employee data are above 0.70 suggesting that the items have relatively high internal consistency.

The following hypotheses were formulated for the purpose of the study:

H_{01}: Employee perceptions of transparency and disclosure do not differ significantly between public and private banks.

H_{02}: Employee perceptions of welfare and professional standards do not differ significantly between public and private banks.

H_{03}: Employee perceptions of social responsibility and sustainability do not differ significantly between public and private banks.

H_{04}: Employee views on governance and risk management does not differ significantly between public and private banks.

H_{05}: Employee experience of ethical conduct does not differ significantly between public and private banks.

To test these hypotheses independent t-test will be conducted as it compares the mean score of two independent groups to determine if there exist a significant difference between the two groups. In this study the two groups are – employees of public sector banks and employees of private sector banks. The results of the same is discussed in the next section.

4. Analysis

To test the null hypotheses independent t-test was conducted, the results of the null hypotheses is shown below:

H_{01}: Employee perceptions of transparency and disclosure do not differ significantly between public and private banks.

Table 2: Group Statistics

	Bank Type	N	Mean	Std. Deviation	Std. Error Mean
TD	Public Sector Bank	252	3.5132	.49150	.03096
	Private Sector Bank	144	3.2477	.54174	.04515

Source: Compiled by the Author

Table 3: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
TD	Equal variances assumed	1.023	.312	4.981	394	.000	.26554	.05331	.16074	.37035
	Equal variances not assumed			4.851	274.553	.000	.26554	.05474	.15777	.37331

Source: Compiled by the Author

An independent samples t-test was conducted to examine whether employee perceptions of transparency and disclosure differ significantly between public and private sector banks. The results show that the mean score for employees of public sector banks (M = 3.51, SD = 0.49) is higher than that of private sector bank employees (M = 3.25, SD = 0.54), indicating that employees in public banks generally perceive greater transparency and disclosure in their institutions. The Levene's test for equality of variances yielded a non-significant result (F = 1.023, p = 0.312), confirming that the assumption of equal variances is satisfied. Based on this, the t-test results under the assumption of equal variances were interpreted. The t-value (t = 4.981, df = 394) with a significance level of p = 0.000 demonstrates a statistically significant difference between the two groups. The mean difference of 0.27, with a 95% confidence interval ranging from 0.16 to 0.37, further supports this finding. This suggests that the null hypothesis (H_{01}) will be rejected. This means that employee perception of transparency and disclosure between respondents of public sector banks and private sector banks is significantly different. The mean difference suggests that public sector banks are perceived to have a higher level of transparency and disclosure compared to the employees of private sector banks.

H_{02}: Employee perceptions of welfare and professional standards do not differ significantly between public and private banks.

Table 4: Group Statistics

	Bank Type	N	Mean	Std. Deviation	Std. Error Mean
EWS	Public Sector Bank	252	3.5290	.46784	.02947
	Private Sector Bank	144	3.4097	.47897	.03991

Source: Compiled by the Author

Table 5: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
EWS	Equal variances assumed	.030	.863	2.419	394	.016	.11925	.04930	.02233	.21617
	Equal variances not assumed			2.403	291.983	.017	.11925	.04962	.02160	.21690

Source: Compiled by the Author

An independent samples t-test was conducted to examine whether employee perceptions of welfare and professional standards differ significantly between public and private sector banks. The results indicated that the employees of public sector banks have a higher mean score (M=3.53, SD=0.47) compared to the mean score of private sector banks (M=3.41, SD=0.48). This suggests that the employees of public sector banks have a more positive perception of Welfare and Professional Standards compared to the employees of private sector banks. The t-test value (t=2.419, df=394) with a significance level of p=0.016 which indicates a statistically significant difference between the perception of employees of public sector banks and private sector banks. The null hypothesis (H_{02}), is therefore rejected, suggesting that there exists a significant difference between the perception of employees of public and private sector banks regarding Welfare and Professional Standards.

H_{03}: Employee perceptions of social responsibility and sustainability do not differ significantly between public and private banks.

Table 6: Group Statistics

	Bank Type	N	Mean	Std. Deviation	Std. Error Mean
SRS	Public Sector Bank	252	3.4841	.64356	.04054
	Private Sector Bank	144	3.3978	.60117	.05010

Source: Compiled by the Author

Table 7: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
SRS	Equal variances assumed	2.307	.130	1.315	394	.189	.08631	.06566	-.04277	.21539
	Equal variances not assumed			1.339	314.723	.181	.08631	.06445	-.04049	.21311

Source: Compiled by the Author

An independent samples t-test was conducted to analyse whether employee perceptions of Social Responsibility and Sustainability differ significantly between public and private sector banks. The results indicated that the employees of public sector banks have a higher mean score (M=3.48, SD=0.64) compared to the mean score of private sector banks (M=3.40, SD=0.60). This suggests that the employees of public sector banks have a more positive perception of Social Responsibility and Sustainability compared to the employees of private sector banks. The t-test value (t=1.315, df=394) with a significance level of p=0.189 which indicates that there does not exist a statistically significant difference between the perception of employees of public sector banks and private sector banks. The null hypothesis (H_{03}), is therefore not rejected, suggesting that there does not exist a significant difference between the perception of employees of public and private sector banks regarding Social Responsibility and Sustainability.

H_{04}: Employee views on governance and risk management does not differ significantly between public and private banks

Table 8: Group Statistics

	Bank Type	N	Mean	Std. Deviation	Std. Error Mean
GRM	Public Sector Bank	252	3.7115	.53262	.03355
	Private Sector Bank	144	3.5803	.53779	.04482

Source: Compiled by the Author

Table 9: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
GRM	Equal variances assumed	.458	.499	2.349	394	.019	.13118	.05584	.02141	.24096
	Equal variances not assumed			2.343	295.362	.020	.13118	.05598	.02101	.24136

Source: Compiled by the Author

An independent samples t-test was conducted to analyse whether employee perceptions of Governance and Risk Management differ significantly between public and private sector banks. The results indicated that the employees of public sector banks have a higher mean score (M=3.71, SD=0.53) compared to the mean score of private sector banks (M=3.58, SD=0.54). This suggests that the employees of public sector banks have a more positive perception of Governance and Risk Management compared to the employees of private sector banks. The t-test value (t=2.349, df=394) with a significance level of p=0.019 which indicates that there exists a statistically significant difference between the perception of employees of public sector banks and private sector banks. The null hypothesis (H_{04}), is therefore rejected, suggesting that there exists a significant difference between the perception of employees of public and private sector banks regarding Governance and Risk Management.

H_{05}: Employee experience of ethical conduct does not differ significantly between public and private banks.

Table 10: Group Statistics

	Bank Type	N	Mean	Std. Deviation	Std. Error Mean
EEEC	Public Sector Bank	252	3.6045	.52798	.03326
	Private Sector Bank	144	3.5347	.52070	.04339

Source: Compiled by the Author

Table 11: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
EEEC	Equal variances assumed	.454	.501	1.271	394	.204	.06978	.05488	-.03812	.17767
	Equal variances not assumed			1.276	301.169	.203	.06978	.05467	-.03781	.17736

Source: Compiled by the Author

The hypothesis H_{05} was tested using an independent samples t-test. The mean score for employee experience of ethical conduct (EEEC) in public sector banks was 3.60, while in private sector banks it was 3.53, indicating a small difference in the perceived level of ethical conduct between the two groups. The standard deviations were 0.52 and 0.53 respectively, suggesting similar variability in responses.

Levene's test for equality of variances showed a significance value of 0.501, which is greater than 0.05, confirming that the assumption of equal variances holds. Based on this, the t-test results under the assumption of equal variances were considered. The obtained t-value was 1.271 with a corresponding p-value of 0.204, which is higher than the 0.05 significance level. This indicates that the difference in mean scores between public and private sector banks is not statistically significant. The null hypothesis (H_{05}) is therefore not rejected. This implies that there exists no significant difference between the employees' experiences of ethical conduct between the public sector banks and private sector banks.

The results for the null hypotheses are summarised in Table 12.

Table 12: Status of Null Hypotheses

Null Hypotheses	**Status of null hypotheses**
H_{01}: Employee perceptions of transparency and disclosure do not differ significantly between public and private banks.	Rejected
H_{02}: Employee perceptions of welfare and professional standards do not differ significantly between public and private banks.	Rejected
H_{03}: Employee perceptions of social responsibility and sustainability do not differ significantly between public and private banks.	Not Rejected

H_{04}: Employee views on governance and risk management do not differ significantly between public and private banks.	Rejected
H_{05}: Employee experience of ethical conduct does not differ significantly between public and private banks.	Not Rejected

Source: Compiled by the Author

5. Discussion

The present study examined whether employee perceptions of key ethical and organizational dimensions differ between public and private sector banks through independent sample t-test. The findings indicate that ownership structure continues to shape employee attitudes in several areas, particularly Transparency and Disclosure, Welfare and Professional Standards, and Governance and Risk Management. However, no statistically significant sectoral differences were found in social responsibility and sustainability, or employee experience of ethical conduct. These results align with broader organisational research suggesting that institutional systems, managerial practices, and regulatory environments significantly influence employee perceptions (Ohemeng *et al.*, 2018). The first hypothesis tested the employee perceptions of transparency and disclosure. It was observed that employees of public sector banks reported significantly higher mean scores than employees of private sector bank in transparency and disclosure, indicating stronger confidence in institutional openness, communication practices, and access to information. The significantly higher perception of Transparency and Disclosure among employees of public sector banks supports the argument advanced by Ionascu *et al.*, (2023) that public trust in banking institutions depends heavily on openness, ethical integration, and attention to stakeholders' interests. Transparency is a critical determinant of trust within financial institutions because employees often evaluate organisational integrity through the clarity of procedures, disclosure of decisions and fairness in communication. Public sector banks are generally subject to stricter governmental oversight and audit systems which may contribute to these favourable perceptions. According to Bushman *et al.*, (2004), greater transparency improves governance quality and reduces information asymmetry in organisations. The differences in Transparency and Disclosure (TD) and Governance and Risk Management (GRM) were particularly strong and statistically significant, suggesting that public sector banks are perceived as operating under stricter compliance, disclosure, and regulatory oversight norms. The decrease in the ethical priorities with increase in experience in a bank may be due to exposure to workplace stress to attain the targets. These results are in line with prior studies by Jackson *et al.*, (2013), and Demirtas (2015). It was also observed that the employees' perceptions of Welfare and Professional Standards are significantly higher among the employees of public sector banks. Similarly, the results of the hypotheses examining the employee perception regarding Welfare and Professional Standards, and Governance and Risk Management indicated that employees of public sector banks perceived these factors to be of better as compared to the employees of private sector banks. The strong sectoral difference in Governance and Risk Management further, reinforces the relevance of ethical

banking models as discussed by Halama & Teply (2017). This finding may reflect stronger job security, structured promotion pathways, retirement benefits, and regulated employment conditions in public banking institutions. Human resource literature consistently demonstrates that organizations offering welfare support and clear professional development systems tend to generate higher employee satisfaction and stronger commitment (Armstrong & Taylor, 2023). Effective governance mechanisms improve employee confidence by ensuring accountability, consistency, and risk control (Tricker, 2015). In case of Social Responsibility and Sustainability, and Ethical Conduct, the mean scores of the perceptions of public sector banks employees were slightly higher than the mean scores of perceptions of private sector bank employees. Sustainability has become an industry-wide expectation driven by regulators, investors, and customers. Banks increasingly adopt environmental, social, and governance frameworks to maintain legitimacy and competitiveness (Nassar, 2021).

6. Conclusion

Employees in public sector banks consistently reported significantly higher perceptions of ethical practices related to Transparency and Disclosure, Welfare and Professional Standards, and Governance and Risk Management compared to employees in private sector banks. The differences in Transparency and Disclosure (TD) and Governance and Risk Management (GRM) were particularly strong and statistically significant, suggesting that public sector banks are perceived as operating under stricter compliance, disclosure, and regulatory oversight norms. The decrease in the ethical priorities with increase in experience in a bank may be due to exposure to workplace stress to attain the targets. It was also observed that the employees' perceptions of Welfare and Professional Standards are significantly higher among the employees of public sector banks. Further, no significant difference was observed between the employees of public sector banks and private sector banks regarding Social Responsibility and Sustainability, and Employee Experience of Ethical Conduct. Public sector banks are perceived to be more ethically inclined by their employees compared to the employees of private sector banks.

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