Collectivism from Employees' Perspective in the Nepalese Banking Industry

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Abstract

It is vital to recognize the challenges and possibilities that Nepalese commercial bank workers practice collectivist concepts in their workplaces. It is necessary to investigate methods to employ collectivist ideas to practice understandably. That is why it is significant to assess the practice of collectivism in Nepalese commercial banks. Findings emphasize the participants' tendency for placing importance on the success of the collective, prioritizing the group's interests over individual objectives, and regarding acceptance within the group as a significant factor. Additionally, it signifies a moderate degree of consensus regarding the significance of prioritizing the welfare of the group over individual rewards, as perceived by both employees

and managers. No significant correlation was found between demographic factors and the mean (Collectivism) ratings provided by the participants. Overall, these results showed the participants' propensity to value collective achievement, sacrifice personal objectives for the good of the group, and place value on group approval. It also showed a moderate level of agreement between managers and employees on the significance of putting group welfare ahead of individual rewards.

Keywords: Bank, collectivism, corporate social responsibility, perspective

Introduction

Since the turn of the century, more efficient public services have been required by new public management theories and policies. In general, the influence of contemporary society—with its demands for high-quality public services, expanding workforce diversity, quickening technical development, political unpredictability, legislative changes, etc.—gives rise to calls for significant changes in the way public organizations are managed. These requirements, which may or may not be shared by the private sector, constitute a significant shift for public organizations and a real challenge for their human resource management (HRM) (Triguero-Sánchez, Peña-Vinces, & Ferreira, 2022). However, study on the organization's culture is shadowed even by recent studies. The practice of collectivism in an organization's a good example of the best organization's culture. Thus, research on collectivism is a present hot issue.

In recent years, there has been increased interest in the impact of collectivist cultural norms on the strength of an organization. According to a research, individuals in collectivist societies are more inclined to support and participate in organizational activities that benefit their society and contribute to the organization (Maignan & Ferrell, 2004). Individuals feel a sense of obligation to their society and actively participate in activities that promote the greater good, which coincides with the collectivist cultural orientation (Glavas & Godwin, 2013). Nepal, with its community traditions, close-knit culture, and cultural norms focused on cooperation and mutual assistance, presents an attractive setting in which to investigate the relationship between collectivism and corporate social responsibility (CSR) from the perspective of employees. Collectivist principles are profoundly embedded in Nepal's social fabric, impacting social interactions, family relationships, and commercial operations (Chapagain, 2020). Focusing on the importance of collectivist practices in public organization, this study intends to contribute to the knowledge of the implications of collectivism in the Nepalese banking industry.

When individuals come to work, they bring with them a collection of habits and social norms that might differ from those existing within the organization (Etoom, 2022; DPS, 2017). This implies that there could be a need for these individuals to adapt or adjust to the established habits and norms of the organization. In other words, the impact of social culture on the workplace can be understood by recognizing the potential clash or alignment between the pre-existing behaviours and norms of employees and the ones promoted by the organization

(Nafstad, et al., 2012). This notion suggests that managing and integrating these various cultural elements is crucial for a harmonious and effective work environment. The influence of organizational culture on work effort and results acknowledges the varying impact of different cultural elements and suggests the use of Hofstede's dimensions to predict the effects of cultural values on performance, particularly with regard to the commitment of public employees (Hofstede, 1980).

An organization's best culture is reflected through the practices of collectivism. In societies characterized by collectivism, the emphasis is on group cohesion, interdependence, and harmony within the community (Cho & Yoon, 2009). People are born into strong, interconnected groups such as family, extended family, or community, and their actions are guided by the well-being of these groups. Loyalty, cooperation, and maintaining social harmony are important values in collectivist societies. The interests of the group often take precedence over individual desires (Hofstede, 1980). Thus, the implication of collectivism plays an important role in the success of the banking industry. The researchers aimed to explore the practice of collectivism in the Nepalese banking industry.

Material and Method

This study was objective in nature. Commercial bank employees were the respondents of the study. The data-gathering procedure involved providing printed questionnaires to members of the target group. The quantitative data carries on survey research technique (Neupane, 2019). Data was collected through a structured questionnaire with responses, Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree, the questionnaire comprised measures that assessed the extent to which individuals prioritized communal aims, teamwork, and harmony over individual interests, aiming to assess collectivism (Mahat & Mathema, 2018). Bidiu and Moran (2021) recommended that 40 respondents are appropriate for most of the quantitative studies. A sample size of 40 commercial bank employees was chosen for the study, using a convenience sampling technique that took into account their expertise and roles within the company. The researchers ensured that the sample included a diverse range of bank roles, departments, and levels of hierarchy. The collected data were analysed using statistical software such as SPSS (Statistical Package for the Social Sciences), utilizing Frequency, Percentage, Mean, and Standard Deviation to identify the result (Mahat & Aithal, 2022). To facilitate interpretation and discussion, the results were presented in the form of tables, charts, and statistical summaries.

Results and Analysis

This section of the study presents quantitative information gathered using a survey. It encompasses the interpretation, elucidation, and discourse of the outcomes derived from the primary data The research produced summary statistics for pertinent information and frequencies pertaining to the background details of the participants.

Demographic Analysis
Table 1: Demographic

Gender			
		Frequency	Percent
1	Male	20	50.0
	Female	20	50.0
	Total	40	100.0
Marital Status			
		Frequency	Percent
2	Married	14	35.0
	Unmarried	26	65.0
	Total	40	100.0
Age (optional)			
		Frequency	Percent
3	Less than 20 years	1	2.5
	21 to 25Years	17	42.5
	26 to 30 Years	11	27.5
	31 to 35 years	6	15.0
	35 to 40 years	3	7.5
	Above 40 years	2	5.0
	Total	40	100.0
Years of service with current organization			
		Frequency	Percent
4	below 5 years	34	85.0
	5 to 10 years	1	2.5
	10 to 15 years	3	7.5
	over 20 years	2	5.0
	Total	40	100.0
Education			
		Frequency	Percent
5	SLC	2	5.0
	+2	1	2.5
	Bachelors	16	40.0
	Masters	21	52.5
	Total	40	100.0

Source: Survey, 2023

The data indicates an equal distribution of respondents in terms of gender, with 50.0% identifying as male and 50.0% identifying as female.

Out of the total respondents, 35.0% reported being married, while the remaining 65.0% stated that they are unmarried. This analysis indicates that the majority of the surveyed population, 65.0%, identified as unmarried, while a smaller proportion, 35.0%, reported being married.

The cumulative percentages indicate that 87.5% of the respondents fall within the age groups "Less than 20 years," "21 to 25 years," "26 to 30 years," and "31 to 35 years." The remaining 12.5% is distributed among the age groups "35 to 40 years" and "Above 40 years."

From the valid responses, the largest age group among the surveyed population is "21 to 25 years" with 42.5%, followed by "26 to 30 years" with 27.5%. The other age groups represent smaller proportions of the population. The majority of the respondents, 85.0%, reported having below 5 years of service with their current organization. A small proportion, 2.5%, stated having 5 to 10 years of service. Additionally, 7.5% reported having 10 to 15 years of service, while 5.0% reported having over 20 years of service.

These results suggest that the surveyed population consists mainly of individuals with relatively shorter tenure in their current organizations, with the majority falling under the "below 5 years" category.

Employees' Perception of Collectivism
Table 2: Collectivism

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Group success is more important than individual success.	40	1.00	5.00	1.5500	.63851
Individuals may be expected to give up their goals in order to benefit group success.	40	1.00	5.00	2.7000	1.09075
Being accepted as a member of your group is very important.	40	1.00	5.00	1.5750	.74722
Employee only peruse their goals after considering the welfare of group.	40	1.00	5.00	2.6750	.99711
Manager should encourage group loyalty even if individual goals suffer.	40	1.00	5.00	2.6250	3.15162

Group welfare is more important than individual rewards.	40	1.00	5.00	2.1500	1.02657
Valid N (listwise)	40				

Source: Survey, 2023

1. The average rating for the importance of group success was 1.55, indicating that, on average, participants rated group success as more important than individual success. The standard deviation of 0.63851 suggested that there was variability or spread in the responses around the mean.

2. The average rating for the expectation of individuals sacrificing their goals for the benefit of the group was 2.70. This indicates that, on average, participants considered it fairly important for individuals to give up their goals in order to benefit group success. The standard deviation of 1.09075 suggests that there was some variation in the responses, indicating that participants' views on this matter varied to some extent.

3. The average rating for the importance of being accepted as a member of the group was 1.5750. This indicates that, on average, participants rated the importance of acceptance by their group as slightly important. The standard deviation of 0.74722 suggests that there was variability in the responses, indicating that participants' views on the significance of group acceptance varied to some extent.

4. The average rating for the expectation of employees prioritizing the welfare of the group before pursuing their individual goals was 2.6750. This indicates that, on average, participants considered it important for employees to consider the welfare of the group before pursuing their own goals. The standard deviation of 0.99711 suggests that there was variation in the responses, indicating that participants' views on this matter varied to some extent.

5. The average rating for the agreement that managers should encourage group loyalty even if individual goals suffer was 2.6250. This indicates that, on average, participants agreed that managers should prioritize group loyalty even if it negatively affected individual goals. The relatively high standard deviation of 3.15162 indicated that there was a wide range of responses and variability in opinions. This suggests that participants' views on whether managers should prioritize group loyalty over individual goals varied significantly.

6. The average rating for the belief that group welfare was more important than individual rewards was 2.1500. This indicated that, on average, participants fairly agreed that prioritizing group welfare was more important than individual rewards. The standard deviation of 1.02657 suggested that there was variability in the responses, indicating that participants' views on this matter varied to some extent.

Overall, these descriptive statistics provide insights into the participants' perceptions and attitudes regarding the importance of group success, individual goals, group acceptance, and group welfare.

Correlation Analysis between Demographic and Mean (Collectivism)

Table 3: Correlation between Gender and Mean (Collectivism)

Correlations		Gender	mean
Gender	Pearson Correlation	1	-.018
	Sig. (2-tailed)		.911
	N	40	40
Mean	Pearson Correlation	-.018	1
	Sig. (2-tailed)	.911	
	N	40	40

Source:Survey

Based on the correlation analysis, the correlation coefficient between gender and mean is -0.018. The p-value associated with this correlation coefficient is 0.911.Since the p-value is greater than the significance level of 0.05 (assuming a significance level of 0.05), we can conclude that there is no significant correlation between gender and mean in the given data.

Table 4: Correlation between Marital status and Mean (Collectivism)

Correlations		Marital Status	mean
Marital Status	Pearson Correlation	1	.010
	Sig. (2-tailed)		.953
	N	40	40
Mean	Pearson Correlation	.010	1
	Sig. (2-tailed)	.953	
	N	40	40

Source: Survey, 2023

Based on the correlation analysis, the correlation coefficient between marital status and mean is 0.010. The p-value associated with this correlation coefficient is 0.953. Since the p-value is greater than the significance level of 0.05 (assuming a significance level of 0.05), we can conclude that there is no significant correlation between marital status and mean in the given data.

Table 4: Correlation between Marital status and Mean (Collectivism)

Correlations		Age	mean
Age (optional)	Pearson Correlation	1	-.193
	Sig. (2-tailed)		.233
	N	40	40
Mean	Pearson Correlation	-.193	1
	Sig. (2-tailed)	.233	
	N	40	40

Source: Survey, 2023

Based on the correlation analysis, the correlation coefficient between age and mean is -0.193. The p-value associated with this correlation coefficient is 0.233. Since the p-value is greater than the significance level of 0.05 (assuming a significance level of 0.05), we can conclude that there is no significant correlation between age and mean in the given data.

Table 5: Correlation between experience and mean (Collectivism)

Correlations			
		Years of service with current organization	mean
Years of service with current organization	Pearson Correlation	1	-.152
	Sig. (2-tailed)		.348
	N	40	40
Mean	Pearson Correlation	-.152	1
	Sig. (2-tailed)	.348	
	N	40	40

Source: Survey, 2023

Based on the correlation analysis, the correlation coefficient between years of service with the current organization and mean is -0.152. The p-value associated with this correlation coefficient is 0.348. Since the p-value is greater than the significance level of 0.05 (assuming a significance level of 0.05), we can conclude that there is no significant correlation between years of service with the current organization and mean in the given data.

Table 4: Correlation between education and mean (Collectivism)

Correlations			
		Education	mean
Education	Pearson Correlation	1	-.032
	Sig. (2-tailed)		.846
	N	40	40
Mean	Pearson Correlation	-.032	1
	Sig. (2-tailed)	.846	
	N	40	40

Source: Survey, 2023

Based on the correlation analysis, the correlation coefficient between education and mean is -0.032. The p-value associated with this correlation coefficient is 0.846. Since the p-value is greater than the significance level of 0.05 (assuming a significance level of 0.05), we can conclude that there is no significant correlation between education and mean in the given data.

Given the available data, it doesn't appear that the variables "Education" and "Mean" have any real or statistically significant relationship. The fact that the p-values are higher than the usual significance level of 0.05 indicates that any correlations that have been found are probably not trustworthy and might just be the result of chance.

Thus, the practice of collectivism in any organization extends strength of the organization (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). The banking industries (stakeholders) must practice it well.

Conclusion

A study aim was to determine corporate social responsibility from employees' view towards the organization. The result was that participants in the study rated the importance of group success higher than individual success, with an average rating of 1.5500. They considered it fairly important for individuals to sacrifice their goals for the benefit of the group, as evidenced by a mean rating of 2.7000. The significance of being accepted as a member of the group was also evident, with a mean rating of 1.5750. Furthermore, participants indicated a moderate level of agreement that employees should prioritize the welfare of the group before pursuing their individual goals, with a mean rating of 2.6750. They also fairly agreed that managers should prioritize group loyalty even if it negatively affects individual goals, as indicated by a mean rating of 2.6250. Moreover, participants expressed a moderate level of agreement that group welfare is more important than individual rewards, with a mean rating of 2.1500. Regarding the correlation analysis, no significant correlations were found between marital statuses, age, years of service with the current organization, or education and the mean ratings provided by the participants. Overall, these findings highlight the participants' inclination towards valuing group success, sacrificing individual goals for the benefit of the group, and considering acceptance within the group as important. It also indicates a moderate level of agreement regarding the importance of prioritizing group welfare over individual rewards, both from employees' and managers' perspectives.

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