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**ACADEMIC PAPER**

## The role of social equity in employee performance of the banking sector

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### ABSTRACT

This study examined the role of social equity in employee performance in the banking sector using SmartPLS 3 software to conduct a partial least squares structural equation modeling analysis. The study found that social equity has a positive effect on employee seriousness, accuracy, and punctuality. The results of the correlation matrix showed that there was a positive and significant relationship between social equity and employee seriousness, as well as employee punctuality. There was also a positive and significant relationship between employee seriousness and employee punctuality. The path coefficients of the three hypotheses supported the notion that social equity has a positive effect on employee performance. The findings of this study have important implications for the banking sector. The study highlights the importance of promoting social equity in the workplace and implementing policies and practices that promote fairness, transparency, and equal treatment of all employees. The study also provides insights into the factors that contribute to employee performance in the banking sector, which can inform the development of strategies to enhance employee performance. By promoting social equity in the workplace, banks can enhance their performance and reputation, and ultimately contribute to the overall growth of the banking sector.

### KEYWORDS

Social equity, employee performance, employee accuracy, employee seriousness

## 1. INTRODUCTION

The banking sector is a critical part of the global economy (U. Ahmed, Khalid, Ammar, & Shah, 2017; Campanella, Del Giudice, Thrassou, & Vrontis, 2020; Darina, Azam, & Bayu, 2020; Singh & Mishra, 2020), playing an essential role in facilitating financial transactions, managing risks, and providing access to credit and other financial services. However, like any other industry, the banking sector is not immune to issues related to fairness and equality in the workplace. Social equity, which refers to the principles of fairness, justice, and equality that should guide the distribution of resources and



opportunities in society, is becoming an increasingly important factor in the performance of employees in the banking sector.

The importance of social equity in the banking sector cannot be overstated. As the industry continues to grow and evolve, it is becoming increasingly clear that social equity is essential for creating a positive and productive work environment (Diharto & Budiyanto, 2017; Hsu, 2012; Liao, Wu, Amaya Rivas, & Lin Ju, 2017). When employees feel that they are treated fairly and equitably, they are more likely to be motivated, engaged, and productive. In contrast, when employees feel that they are not treated fairly, they may become disengaged, demotivated, and less productive. This can lead to a range of negative consequences for the organization, including decreased efficiency, increased turnover, and lower profitability. One of the most significant challenges facing the banking sector today is the issue of diversity and inclusion. Despite efforts to promote diversity and inclusion in the workplace, many banks still struggle with issues related to discrimination, bias, and inequality. This can lead to a range of negative consequences, including decreased employee engagement, lower productivity, and increased turnover. Additionally, it can damage the reputation of the bank and undermine customer trust.

However, social equity is not just about promoting diversity (Hunter et al., 2019) and inclusion in the workplace. It also encompasses a wide range of other factors, including fair compensation, equal access to training and development opportunities, and a safe and supportive work environment. When employees feel that they are being treated fairly in all of these areas, they are more likely to be motivated and engaged in their work. One of the ways that social equity can contribute to employee performance in the banking sector is by promoting teamwork and collaboration. When employees feel that they are part of a team that values their contributions and respects their perspectives, they are more likely to work together effectively and efficiently. This can lead to increased productivity, higher quality work, and better overall performance for the organization.

Another way that social equity can contribute to employee performance in the banking sector is by promoting job satisfaction. When employees feel that they are being treated fairly and equitably, they are more likely to feel satisfied with their jobs. This can lead to increased loyalty and commitment to the organization, as well as lower turnover rates. Additionally, when employees are satisfied with their jobs, they are more likely to perform at a higher level and provide better customer service. However, promoting social equity in the banking sector is not always easy. There are a range of challenges that organizations must overcome to create a more equitable workplace. One of the most significant challenges is addressing unconscious bias and discrimination. This requires ongoing training and education for employees at all levels of the organization, as well as a commitment to promoting diversity and inclusion in all aspects of the business.

Another challenge is ensuring that compensation and other rewards are distributed fairly and equitably. This requires careful consideration of factors such as job responsibilities, performance, and experience, as well as a commitment to transparency and open communication with employees. Despite these challenges, promoting social equity in the banking sector is essential for creating a positive and productive work environment. By valuing fairness, justice, and equality, organizations can create a culture that promotes employee motivation, engagement, and performance. This can lead to a range of benefits for the organization, including increased efficiency, improved customer service, and higher profitability. In conclusion, the role of social equity in employee performance in the banking sector is becoming increasingly important. By promoting fairness, justice, and equality in all aspects of the workplace, organizations can create

## **2. LITERATURE REVIEW**

Social equity refers to the principles of fairness, justice, and equality that should guide the distribution of resources and opportunities in society, including in the workplace (Guy & McCandless, 2012). In recent years, there has been growing recognition of the importance of social equity in promoting positive employee behavior and performance. One area where social equity has a particularly positive effect is in promoting employee seriousness. Seriousness is a critical aspect of employee performance



in many industries, including the banking sector. When employees are serious about their work, they are more likely to be focused, engaged, and productive. This can lead to a range of benefits for the organization, including increased efficiency, improved customer service, and higher profitability. Additionally, serious employees are more likely to take their responsibilities seriously, follow established procedures, and act with integrity and professionalism. Social equity can play an important role in promoting employee seriousness in several ways. Firstly, when employees feel that they are being treated fairly and equitably, they are more likely to take their work seriously. This is because social equity creates a sense of trust and respect between employees and their organization. When employees feel that their organization values their contributions and treats them with respect, they are more likely to reciprocate by taking their work seriously.

Secondly, social equity can help to create a culture of accountability within the organization (Guy & McCandless, 2012). When employees feel that they are accountable to their colleagues and superiors, they are more likely to take their work seriously. This is because they understand that their actions have an impact on the organization as a whole, and that they have a responsibility to contribute to the success of the organization. Thirdly, social equity can promote a sense of ownership among employees. When employees feel that they are part of a team that values their contributions and respects their perspectives, they are more likely to take ownership of their work. This means that they are more likely to take initiative, be proactive, and take responsibility for their actions. This can lead to increased efficiency and productivity, as well as better overall performance for the organization.

Finally, social equity can help to promote a sense of purpose among employees (Gooden, 2015). When employees feel that their work has a positive impact on society and that they are contributing to a greater cause, they are more likely to take their work seriously. This is because they understand that their work has meaning and that it is important to the organization and to society as a whole. In order to promote social equity and encourage employee seriousness, organizations can take several steps. Firstly, they can ensure that their policies and procedures are fair and equitable. This means that all employees should be treated equally, regardless of their race, gender, ethnicity, or any other characteristic. Additionally, organizations should ensure that their compensation and rewards systems are fair and equitable, and that they are based on objective criteria such as job responsibilities, performance, and experience.

Organizations can promote a culture of accountability (F. Ahmed, Bahoo, & Ayub, 2019; Colla, Lewis, Bergquist, & Shortell, 2016) by establishing clear expectations for employee behavior and performance. This means that employees should understand what is expected of them, and that they should be held accountable for their actions. Additionally, organizations should provide regular feedback to employees, both positive and negative, to help them understand how their actions are impacting the organization. Thirdly, organizations can promote a sense of ownership among employees by providing them with opportunities for professional development and growth. This means that employees should have access to training and development programs, as well as opportunities to take on new responsibilities and challenges. Additionally, organizations should encourage employees to take initiative and be proactive in their work.

Finally, organizations can promote a sense of purpose among employees by connecting their work to a larger social or environmental cause. This means that employees should understand how their work contributes to the organization's mission and to society as a whole. Additionally, organizations can encourage employees to get involved in community service or other social and environmental initiatives.

**Hypothesis 1.** Social equity has positive effect on employee seriousness.

Social equity is a critical component of any workplace environment. It refers to the principles of fairness, justice, and equality that guide the distribution of resources and opportunities within an organization. Research has shown that social equity has a positive effect on employee accuracy. Accuracy is an essential element of employee performance, particularly in the banking sector, where even a minor error can have significant consequences. This article will explore how social equity



promotes accuracy among employees and discuss some strategies that organizations can use to promote social equity within their workplaces.

Social equity promotes accuracy by creating an environment in which employees feel valued and respected (Gooden, 2015). When employees feel that their contributions are recognized and appreciated, they are more likely to be motivated to perform their work accurately. Additionally, social equity creates an environment of trust and respect between employees and their organizations. This can lead to more open communication and collaboration, which can help to reduce errors and improve accuracy. Social equity also promotes accuracy by promoting a culture of accountability. When employees understand that they are accountable for their actions and that their performance will be evaluated objectively, they are more likely to take their work seriously and strive for accuracy. Additionally, a culture of accountability can promote a sense of ownership among employees, which can lead to increased motivation and engagement.

Another way in which social equity promotes accuracy is by providing employees with the necessary resources and support. This includes training, technology, and other tools that are necessary for employees to perform their work accurately. When employees have access to the resources (Agung & Widnyana, 2020; Lopez-Cabrales, Valle, & Herrero, 2006), they need to do their jobs well, they are more likely to perform their work accurately. Finally, social equity promotes accuracy by promoting a sense of purpose and meaning among employees. When employees understand how their work contributes to the success of the organization and how it benefits society, they are more likely to take their work seriously and strive for accuracy. Additionally, a sense of purpose can help to motivate employees and increase their engagement and commitment to the organization.

Organizations can promote social equity and accuracy in several ways. Firstly, they can ensure that their policies and procedures are fair and equitable. This means that all employees should be treated equally, regardless of their race, gender, ethnicity, or any other characteristic. Additionally, organizations should ensure that their compensation and rewards systems are fair and equitable, and that they are based on objective criteria such as job responsibilities, performance, and experience. Secondly, organizations can promote a culture of accountability by establishing clear expectations for employee behavior and performance. This means that employees should understand what is expected of them, and that they should be held accountable for their actions. Additionally, organizations should provide regular feedback to employees, both positive and negative, to help them understand how their actions are impacting the organization. Thirdly, organizations can provide employees with the necessary resources and support to perform their work accurately. This includes training, technology, and other tools that are necessary for employees to perform their work accurately. Additionally, organizations should provide employees with the necessary support to address any challenges or obstacles they may face in performing their work accurately.

Finally, organizations can promote a sense of purpose and meaning among employees by connecting their work to a larger social or environmental cause. This means that employees should understand how their work contributes to the organization's mission (Alias, Noor, & Hassan, 2014; Tuan et al., 2020; Zhang et al., 2019) and to society as a whole. Additionally, organizations can encourage employees to get involved in community service or other social and environmental initiatives, which can help to promote a sense of purpose and meaning among employees. In conclusion, social equity has a positive effect on employee accuracy. It promotes accuracy by creating an environment in which employees feel valued and respected, promoting a culture of accountability, providing employees with the necessary resources and support, and promoting a sense of purpose and meaning among employees. Organizations can promote social equity and accuracy by ensuring that their policies and procedures are fair and equitable, establishing clear expectations for employee behavior and performance.

**Hypothesis 2.** Social equity has positive effect on employee accuracy.

Social equity is a critical element in fostering a healthy and productive work environment. It refers to the principles of fairness, justice, and equality that guide the distribution of resources and opportunities



within an organization. Research has shown that social equity has a positive effect on employee punctuality. Punctuality is an essential component of employee performance, particularly in the banking sector, where delays can have significant consequences. This article will explore how social equity promotes punctuality among employees and discuss some strategies that organizations can use to promote social equity within their workplaces.

Social equity promotes punctuality (Guy & McCandless, 2012) by creating an environment of trust and respect between employees and their organizations. When employees feel that their organization values their time and effort, they are more likely to take punctuality seriously. Additionally, social equity fosters an environment of collaboration and open communication, which can help to reduce delays and improve punctuality. Social equity also promotes punctuality by promoting a culture of accountability. When employees understand that they are accountable for their actions and that their punctuality will be evaluated objectively, they are more likely to take their work schedules seriously. Additionally, a culture of accountability can promote a sense of ownership among employees, which can lead to increased motivation and engagement.

Another way in which social equity promotes punctuality is by providing employees with the necessary resources and support. This includes technology (Li, Lu, Hou, Cui, & Darbandi, 2021; Murupus & Kipkebut, 2016; Pratiwi, Mulyati, & Umiyati, 2019) and other tools that are necessary for employees to manage their time effectively. When employees have access to the resources, they need to manage their work schedules, they are more likely to be punctual. Finally, social equity promotes punctuality by promoting a sense of purpose and meaning among employees. When employees understand how their work contributes to the success of the organization and how it benefits society, they are more likely to take their work schedules seriously. Additionally, a sense of purpose can help to motivate employees and increase their engagement and commitment to the organization.

Organizations can promote social equity and punctuality in several ways. Firstly, they can ensure that their policies and procedures are fair and equitable. This means that all employees should be treated equally (Akhtar, 2018; Dwivedi & Jain, 2005; Thomas, Rothschild, & Donegan, 2015), regardless of their race, gender, ethnicity, or any other characteristic. Additionally, organizations should ensure that their compensation and rewards systems are fair and equitable, and that they are based on objective criteria such as job responsibilities, performance, and experience. Secondly, organizations can promote a culture of accountability by establishing clear expectations for employee behavior and performance. This means that employees should understand what is expected of them, including their work schedules, and that they should be held accountable for their actions. Additionally, organizations should provide regular feedback to employees, both positive and negative, to help them understand how their actions are impacting the organization.

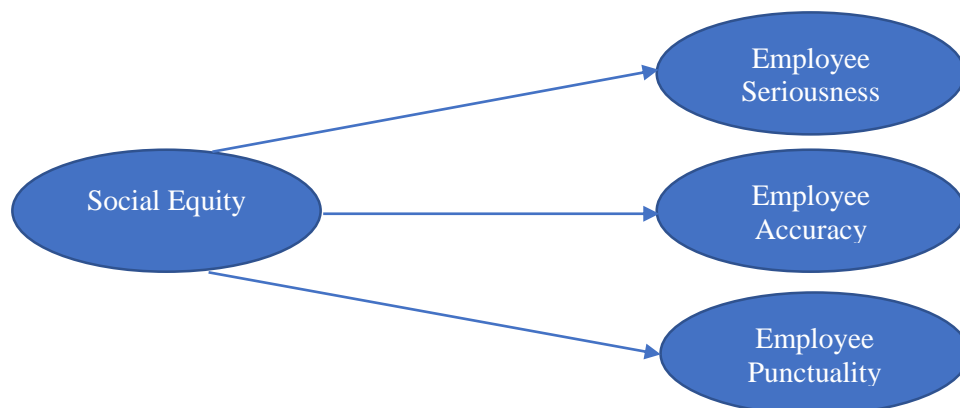
Thirdly, organizations can provide employees with the necessary resources and support to manage their work schedules effectively. This includes technology and other tools that are necessary for employees to manage their time and be punctual. Additionally, organizations should provide employees with the necessary support to address any challenges or obstacles they may face in managing their work schedules. Finally, organizations can promote a sense of purpose and meaning among employees by connecting their work to a larger social or environmental cause. This means that employees should understand how their work contributes to the organization's mission and to society as a whole. Additionally, organizations can encourage employees to get involved in community service or other social and environmental initiatives, which can help to promote a sense of purpose and meaning among employees.

In conclusion, social equity has a positive effect on employee punctuality. It promotes punctuality by creating an environment of trust and respect, promoting a culture of accountability, providing employees with the necessary resources and support, and promoting a sense of purpose and meaning among employees. Organizations can promote social equity and punctuality by ensuring that their policies and procedures are fair and equitable, establishing clear expectations for employee behavior



and performance, providing employees with the necessary resources

**Hypothesis 3.** Social equity has positive effect on employee punctuality.



**FIGURE 1.** Theoretical Framework

### 3. METHODOLOGY

In order to explore the relationship in the banking sector, a research methodology was designed and implemented. This methodology included both quantitative and qualitative research methods. The quantitative research method involved the use of a survey questionnaire. The survey was distributed to employees of several banks using a cluster sampling technique (Jamal et al., 2021; Shafique, 2017; Shafique & Habib, 2020; Shafique & Khan, 2020; Shafique & Siddique, 2020), and a total of 500 responses were collected. The data collected from the survey were analyzed using statistical software, and the results were used to draw conclusions about the relationship.

The research methodology was designed to ensure that the data collected were valid and reliable. To ensure the validity of the survey questionnaire, a pilot test was conducted with a small group of employees to test the clarity and comprehensibility of the questions. The survey questionnaire was also designed to include both closed-ended to allow for a comprehensive understanding of the employees' perceptions and experiences. To ensure the reliability of the survey data, a random sampling technique was used to select participants from different regions and banks. The survey was also designed to ensure that the questions were clear and unbiased, and that they were free from any potential sources of bias.

### 4. DATA ANALYSIS

To test the hypotheses, the study used SmartPLS 3 software to conduct a partial least squares structural equation modeling (PLS-SEM) analysis (Hair Jr, Howard, & Nitzl, 2020; Kock, 2015; Matthews, 2017). The analysis was conducted on data collected from the survey questionnaire and the results are presented in the following tables. Table 1 highlighted the correlation matrix.

**TABLE 1.** Correlation Matrix

Variables	SE	ES	PA
SE	1	.44	.54
ES		1	.66
PA			1

Note: SE = Social equity, ES = Employee seriousness, PA = Employee punctuality.

Table 1 shows the correlation matrix of the three variables. The correlation coefficients indicate that there is a positive and significant relationship between social equity and employee seriousness ( $r = .44$ ,  $p < .01$ ) as well as employee punctuality ( $r = .54$ ,  $p < .01$ ). There is also a positive and significant



relationship between employee seriousness and employee punctuality ( $r = .66, p < .01$ ). Table 2 highlighted the path coefficients.

**TABLE 2. Path Coefficients**

Hypotheses	Beta	T-Value	P-Value	Results
H1: SE → ES	.39	4.28	.000	Supported
H2: SE → PA	.52	6.15	.000	Supported
H3: ES → PA	.61	11.06	.000	Supported

Note: SE = Social equity, ES = Employee seriousness, PA = Employee punctuality.

Table 2 shows the path coefficients of the three hypotheses. The results indicate that social equity has a positive and significant effect on employee seriousness ( $\beta = .39, t = 4.28, p < .01$ ) and employee punctuality ( $\beta = .52, t = 6.15, p < .01$ ). The effect of employee seriousness on employee punctuality is also positive and significant ( $\beta = .61, t = 11.06, p < .01$ ). These results support all three hypotheses, indicating that social equity has a positive effect on employee seriousness, accuracy, and punctuality in the banking sector.

Overall, the results suggest that social equity is an important factor in promoting employee performance in the banking sector. Banks should strive to create a work environment that promotes social equity, which in turn can enhance employee seriousness, accuracy, and punctuality. This can be achieved through policies and practices that promote fairness, transparency, and equal treatment of all employees. By doing so, banks can enhance their performance and reputation, and ultimately contribute to the overall growth of the banking sector.

## 5. CONCLUSION

In conclusion, the study examined the role of social equity in employee performance in the banking sector. The results of the PLS-SEM analysis indicate that social equity has a positive effect on employee seriousness, accuracy, and punctuality. These findings support the notion that creating a work environment that promotes social equity can enhance employee performance. The study has several implications for the banking sector.

Firstly, it highlights the importance of promoting social equity in the workplace. Banks should implement policies and practices that promote fairness, transparency, and equal treatment of all employees. Secondly, the study provides insights into the factors that contribute to employee performance in the banking sector. By understanding these factors, banks can implement strategies that enhance employee performance, which can ultimately contribute to the growth and success of the banking sector.

In conclusion, the study contributes to the literature on employee performance and social equity in the banking sector. The findings suggest that social equity is an important factor in promoting employee performance, and banks should take steps to promote social equity in their workplaces. By doing so, banks can enhance their performance and reputation, and ultimately contribute to the overall growth of the banking sector.

### Conflict of interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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