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Business Process Management Journal

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Article information:

To cite this document:
Guilherme Tortorella Laurence Escobar Cláudia Rodrigues , (2015),"Organizational climate research: a proposed approach focused on banking institutions", Business Process Management Journal, Vol. 21 Iss 6 pp. -
Permanent link to this document:
http://dx.doi.org/10.1108/BPMJ-02-2015-0011

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Organizational climate research: a proposed approach focused on banking institutions

1. Introduction

The difficulty in acquiring knowledge about relationships between employees and work teams in a company is partly circumvented by one of the most used and important concepts regarding human resources management, the concept of organizational climate. According to Chiavenato (2003), climate is the psychological and social environment that exists in an organization and influences its members` behavior. It is affected by a number of factors, such as: leadership styles, organizational structure, motivational strategies, each individual's needs and reasons, among others. The result of the composition of these factors creates the organizational climate, which in turn influences performances, productivity, absenteeism rate, etc (Ashkanasy *et al.*, 2011).

The subject includes a wide variety of models and theoretical assumptions, from very specific models, such as Rizzatti's (2002), which focuses on organizational climate analysis in Brazilian federal universities, to broader ones such as Sbragia's (1983), which can be applied in general businesses. In most of these models, a survey questionnaire/open-ended questions methodology is presented, in which the target audience responds to the questions and the department responsible for the application shall be in charge of processing data and presenting the results (Holloway, 2012). In turn, these results are usually presented as graphs containing respondents` satisfaction percentage rate, and they refer to important factors that influence the climate of a given organization (Arnetz *et al*., 2011). Another common way to display the results is the descriptive form. The individual describes perceptions regarding the data presented and infers about their meaning, which turns interpretation into a subjective issue. In addition to these traditional forms, Sbragia (1983) also proposed the presentation of climate profiles. A climate profile is a curve that shows the result of a search in a specific company and in relation to various important factors.

From this point of view, a concept introduced by Luz (2003), the General Satisfaction Index (GSI), is presented, which is calculated as the arithmetic mean of the employees satisfaction percentage rate, considering all other survey dimensions. GSI is of great importance because it is a single percentage value and can be assigned to each of the units under the responsibility of a HRM division (Li *et al*., 2011). Thus, it is possible to classify all agencies and departments with a unique number, facilitating decision-making processes with regard to the unit that needs to undergo changes in order to improve the GSI and, consequently, the climate (Aouadni *et al*., 2014). Using

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this approach, the traditional ways of presenting the results become secondary tools (Bispo, 2006), which will only be considered when the agency or department has been previously chosen based on the GSI.

Although the concept of GSI is very important in this context, a mathematical update is required to have a more consistent meaning to reality (Azevedo, 2012; Chaves, 2005). Therefore, the relevance of present study is justified by the real utility of the GSI concept in this context, as well as the need to upgrade that tool mathematically. Thus, the objective of this research is to propose an enhancement to the GSI concept using a different calculation methodology. The proposed change aims to turn GSI into a more accurate and appropriate tool, making it even more valuable in decision-making processed faced by HRM departments focused on improving or maintaining the organizational climate. To demonstrate the application of such approach, an organizational climate study in a bank branch will be conducted.

Hence, this article begins by presenting relevant information that makes the concept of organizational climate important feature within the banking system context. Subsequently, organizational climate models, which are relevant and largely adopted in researches conducted in this kind of institutions, are presented, as well as a review of the concept of GSI currently used. Then, in section 3, the proposed methodology is put forward and structured in detail. Section 4 describes the case study and its results. Section 5 concludes this work with considerations about the application of the proposed method.

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2. Literature review

The literature review is comprised of three parts. In the first part, sector demands are contextualized and aligned with HRM concepts in order to outline the need for using the organizational climate approach. The second part presents relevant research models in the context, and the third part deals with the traditional forms of presentation of climate research results, including here the concept of GSI.

2.1. The banking environment and the importance of understanding Organizational Climate

For consecutive years it was possible to follow the news about strikes in many different sectors of the economy. In this scenario, banking institutions appear in the news almost every year, reflecting the needs and demands of their employees that are not met by the board of directors (Gupta, 2012). There are many requests when strikes erupt, including: better career prospects, which, according to employees, have a significant and proportional discrepancy as compared to banks profits; more investments focusing on bank safety measures; improvements in health insurance plans; actions to prevent abusive and stressful goals that increases the number of

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employees calling in sick and removed due to health problems; reduction in working hours; among others (CONTRAF, 2013; Chatzoglou and Vraimaki, 2009).

Institutional restructuring is another problem that comes out with those expressions of nonconformity. Freitas (1999) describes that, for the sake of increased productivity, companies have broken loyalty bonds with their employees and began to value more those who contribute most to increasing profitability and discard those that do not yield results. An individual shifts from a human state to a "thing state", a metamorphosis defined by the author as "the objectification of the human being". Thus, with technology developments observed in companies, the number of employees required to carry out certain activities is often reduced, and these tasks of humans become increasingly concentrated in the hands of machines (Tinnila, 2013). Table 1 shows the evolution of the staff of the six major Brazilian banks, from June 2012 to June 2013, revealing that, with one exception, the largest Brazilian banks reduced their workforce.

Table 1 - Stock of formal employment in the six major Brazilian banks
Source: DIEESE (2013).

However, when this change of command takes place, i.e., when man handed over his charge to machines rapidly, the chances of frictions and internal dissatisfaction significantly increases (Climent *et al*., 2009). According to Chaves (2005), it seems that when technological progress weight upon certain occupations, the reduction of staff and the multi-functionality required leads to a usual schedule with long working hours. This excessive workload, combined with very frequent complaints in these institutions, increases the number of employees` complaints every year and employees begin to lose trust and confidence in their superiors (Hartnell *et al*., 2011).

In this sense, Rego and Souto (2004) believe that a good workplace is one where employees trust the people they work for, have pride in what they do and enjoy working with others. Consequently, over time, with the deterioration of the conditions described above, employees end up losing hope that their superiors are concerned to provide better working conditions for company's collaborators (Lin and Liu, 2012).

In a study related to dissatisfaction and malaise at work, Ferreira and Seidl (2012) found that part of that malaise regarding working conditions is directly associated with the concept of organizational climate and the lack of organizational support. According to Bishop (2006), the analysis, diagnosis and suggestions provided by the organizational climate surveys are valuable tools for the success of programs to improve quality, increase productivity and for the adoption of internal policies within the organization. Such tool, if used properly, can be extremely valuable when coupled with the concept of GSI.

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2.2. Organizational Climate Models

There are several climate models, ranging from general to specific. According to Bishop (2006), there are three main models developed specifically for application in organizational climate research in generic companies. These models can be found in the following works: Litwin and Stringer (1986), Kolb *et al*. (1986) and Sbragia (1983). In addition to these, Luz's model (2003) can also be mentioned.

Table 2 reproduces the main models of organizational climate surveys applied and/or quoted in studies developed in banking institutions (Azevedo, 2012; Costa, 2011; Maciel, 2011; Silva, 2009; Zanatta, 2011). In this table, the most important dimensions of organizational climate are presented, as suggested by Lemos and Martins (2007).

Table 2 – Main dimensions for organizational climate

Source: Lemos and Martins (2007); Zanatta (2011)

The most frequently used model (Azevedo, 2012; Maciel, 2011) in studies of this area was proposed by Luz (2003). Moreover, as the concept of GSI was portrayed in the work of this author and it represents the main focus of this study, the following section will further detail characteristics of this model. According to Luz (2003), a climate survey is a formal method to assess the organizational climate of a company. It constitutes a valuable tool capable of providing subsidies to continually improve the work environment. In order to gather the views of employees, the author proposes the use of 34 dimensions.

2.3. Organizational Climate Profiles

Proposed by Sbragia (1983), climate profiles bring a wider visual concept of organizational climate. Dimensions of major interest are placed in one of the axes of a graph, and, perpendicular to that axis, the favorability scale must be set. For each dimension, favorability is defined (Ehrhart *et al*., 2014). As the points are connected, an organizational climate profile is generated as shown in Figure 1. In the example, it can be clearly seen which dimension is the most unfavorable (Reward) and which one is the most favorable (Tolerance).

With the aim of transforming the result of the application of a climate survey in a unique number, reflecting the organizational climate of a particular company, Luz (2003) proposed the concept of General Satisfaction Index (GSI). According to the author, the GSI is obtained as the arithmetic mean of employees' satisfaction percentage rate, considering all the survey dimensions. Therefore, the author suggests the parameterization of responses as shown in Table 3.

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Figure 1 – Organizational Climate Profile

Source: Sbragia (1983)

Table 3 – Response options and parameters

Source: Luz (2003)

After being parameterized, the answers are used to form the percentages of satisfaction for each dimension, and GSI is calculated. This approach was applied in a work carried out by Grams (2012), in order to identify the GSI of a division of the Santa Catarina State Court of Justice (see Table 4). However, Luz (2003) highlights the fact that a high GSI does not mean that employees are satisfied in relation to all the dimensions. Table 4 shows a fairly high GSI (75.7%), but "Reward and Workload" dimension displays a satisfaction rate well below the GSI (55.6%).

Table 4 – An example of the use of GSI in the Santa Catarina State Court of Justice.

Source: Grams (2012)

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3. Methodological Procedures

The working method was divided into three parts. The first part consists of the collection of data on employee satisfaction through a questionnaire based on Luz (2003) considerations and presented in a research performed by Maciel (2011), which uses 27 pertinent questions directed to the context of a banking system. These questions were answered on a scale from 0 to 4, where 0 means a very negative satisfaction condition and 4 a very positive one. The second part dealt with the application of the methodology for calculating the GSI. The third and final part consisted of proposing improvements to increase the GSI of the bank agency analyzed in the present study.

3.1. Data collection and GSI calculation

At first, a questionnaire was applied to the entire agency staff with the intention of obtaining data regarding organizational climate. Then, the same questionnaire, but with a different approach, was applied only to managers, to get the required parameters to calculate GSI. This questionnaire was split in nine dimensions, according to the criteria established by Maciel (2011), as shown in Table 5.

Table 5 – Questionnaire and dimensions investigated

The steps needed to perform the calculation of the GSI were the following:

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1) For a sample size n that answered the questionnaire, a Respondents Matrix (**R**) is obtained and shown in Figure 2. In the matrix, $n_{x,y}$ represents the number of respondents that answered x to the question y (y = 1,...,27), and x receives the values: 0 (very dissatisfied), 1 (dissatisfied), 2 (somewhat satisfied), 3 (satisfied) and 4 (very satisfied). Furthermore, n_y corresponds to the number of respondents that answered question y. (This nomenclature will be maintained throughout the text).

Figure 2 – Respondents Matrix (**R)**

From this matrix, one can extract the following equalities:

$$n_1 = n_2 = ... = n_{27} = n \quad (1)$$

$$n_{0,y} + n_{1,y} + n_{2,y} + n_{3,y} + n_{4,y} = n \quad (2)$$

2) The second step concerns the normalization of data from matrix **R**. For this purpose, all $n_{x,y}$ values of that matrix are divided by n, thereby obtaining the percentage of responders for each level of satisfaction in the scale. The resulting matrix is called normalized matrix **L**.

3) This step introduces the concept of GSI vector (GSIV). GSIV consists of the normalized matrix **L** product and the scale vector **c**, which is a 5x1 vector comprising at each of its rows the scale values from 0 to 4, as shown in Figure 3.

Figure 3 – Scale vector (**c**)

To determine the respondents' satisfaction index for each of the 27 questions, vector **u** is established, determined on the basis of matrix **L** product by vector **c**. In order to define the satisfaction index for each dimension, u_y values must be grouped according to the questions that correspond to the dimension. The mean of the grouped values establishes the t_j values (j = 1,...,9). Thus, a new vector **t** (GSIV) is obtained, and it is representative for the satisfaction level regarding the nine dimensions listed by Maciel (2011).

4) The last step introduces the concept of impact factor. The impact factor is how one dimension influences the organizational climate of an organization. To determine these factors, 7 agency managers were asked to answer the following question: “What is the intensity of the relationship between the dimension j and the organizational climate?”. Responses were based on a scale from 1 to 10, where 10 represents the maximum intensity and 1 shows minimum intensity on relationship. The sum of relationship intensities of dimension j, mentioned by each respondent

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resulted in the impact factor value of this dimension, which is called p_j. Thus, impact vector **p** was established, representing the intensity of relationship between each dimension and the organizational climate.

Multiplying the transposed impact vector $\mathbf{p}^T$ by vector **t**, the response to the GSI value is set. This equation is given by:

$$GSI = \mathbf{p}^T \mathbf{x} \mathbf{t} \quad (3)$$

In order to establish a minimum satisfaction parameter required for the organizational climate of the company, a minimum general satisfaction index (GSIM) was defined, which would be used as a decision criterion for a company's action. To obtain the GSIM, an auxiliary research was elaborated, similar to that applied to the group as a whole, but with a differential response approach. Instead of what was done in the first questionnaire, managers were asked to assign the lowest score, which would be the threshold limit value of minimum satisfaction for the company's decision making process. After achieving the results, the following steps were taken to obtain the GSIM exactly as in the procedure described above for the GSI of the banking agency. Such complementary approach allowed the identification of managers' minimum expectation in terms of employee satisfaction so that the aimed results and strategic goals are not affected.

To prioritize dimensions of company's activity, ordering vector **o** was established, in which o_j values are given by:

$$o_j = t_j \text{ x } 100/p_j \quad (4)$$

This vector was created with the intention to prioritize the dimensions that have the lowest GSI and greater impact. Therefore, equation 4 shows GSI product for each dimension by the inverse of the impact factor for that dimension. To determine the order of choice of all dimensions, the dimension displaying the lowest o_j value in vector **o** gets priority. Then the next dimension displaying the lowest value among the remaining is chosen and so on.

3.2. Strategies of improvement actions

To drive improvements the *5W2H* tool was used, aiming at the development of some strategies of action for the main dimensions that required improvements, in accordance with the results achieved. The application of this tool followed the identification of three dimensions with the lowest o_j value, i.e., the 3 dimensions most in need of an action. Then, a table including 7 questions of the *5W2H* was created, specifying the need for change and the action considered to be

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primary to accomplish positive changes.

4. Results

For the application of organizational climate research, the group of 21 people on the agency staff, characterized in Table 6, was convened on the same day, in an appropriate place, before normal business hours. The purpose of the research application was passed on to the participants and then the survey was conducted with the support of all those present. The average response time for this research was approximately 15 minutes.

Table 6 – Respondents' demographic profile

On the same day, the auxiliary research was passed on to the seven managers. In the same auxiliary study, managers were asked to assign scores to the contribution of each of the nine dimensions presented in Maciel (2011) that compose the organizational climate. The average response time for this research was about 10 minutes.

Table 7 shows the first and second stage of the implementation of the proposed tool, the so-called respondents` matrix and normalized matrix. On the left, relevant dimensions to compose the climate, namely: communication, company's image, training, leadership, professional growth, empowerment, motivation, recognition and salary. Each of the dimensions in this research model consists of one or more questions in the questionnaire, numbered from 1 to 27, and they cross with the scale 0-4, which corresponds to the number of people that answered a particular question with a certain response on the scale. A cross-check between questions with the so-called normalized scale provides a direct view of the normalized matrix.

Table 7 – Respondents` matrix and normalized matrix

The result of multiplying the normalized matrix by the scale vector **c** is the GSIV shown in Table 8.

Table 8 – GSIV (vector **t**)

Then, the impact vector was established through the perception of managers about the importance of each dimension to compose the climate, as shown in Table 9.

Table 9 – Impact vector **p**

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Finally, the result of multiplying the transposed vector of the impact vector by the GSI vector is 1439.1 (absolute value) or 63.2% of satisfaction. To obtain the GSIM, the same sequence of steps was used, generating a GSIM of 74.6%. This index, as previously mentioned, provides the percentage below which there is a need for improvement actions that should be performed by HRM department. As the value obtained in the study was 63.2%, therefore below 74.6%, there is an evident need for improvements in some of the climate dimensions. Thus, equation 4 must be applied. Table 10 shows the vector for the application in question. The main dimensions that require immediate improvement actions are, in this order: salary (o_9 = 1.8), professional growth (o_5 = 3.8), recognition and communication (o_8 = o_1 = 3.9). With the aim of proposing solutions that would increase satisfaction levels, some improvement suggestions for each of these dimensions were addressed.

Table 10 – Dimensions` priority order vector

To drive improvements, the *5W2H* tool, based on direct observation, was used. Firstly, the four dimensions with the lowest o_j values were identified, as previsouly mentioned. Then, the tool was applied, as illustrated in Table 11.

"Salary" dimension displayed the lowest o_j value. The proposed solution to this issue was the alignment of the salary received with the activities performed. According to Dieese (2013), from 2004 to 2013, a wage gain of approximately 100% was registered, as a result of various strikes, which generated an average annual adjustment of 1.3% above inflation for that period. These strikes occur almost every year in September, after the collective bargaining of the category. The proposed remedy would then be the salary adjustment before strikes erupt, on the basis of the average adjustment of 1.3% above the accumulated inflation over the last 12 months.

Another dissatisfaction point was related to "professional growth" dimension, where questions refer to the transparency of selection processes. This particular issue raised the possibility that the HRM department could make available the evaluation of the candidates for all participants in the process, sending the assessment by e-mail to all collaborators.

"Communication" dimension questions are focused on the instructions received to perform work activities. Thus, variation in forms of communication is the best solution to increase satisfaction, which can occur through the use of different forms of oral and written communication, among others. Finally, for recognition, a novelty could be implemented through the inclusion of a monthly bonus in the payroll, to be indicated by the immediate manager in the monthly closing

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process. At the end of the current month, the manager would indicate a percentage wage raise, limited to, for example, three times a year, and according to the outstanding performance of the employee.

Table 11 – Application of 5W2H for the dimensions` improvement opportunities

5. Conclusions

In response to the demands for upgrading a tool which is rather useful in the analysis of organizational climate, a new methodology for calculating the general satisfaction index was developed. This methodology was supported by some mathematical tools, relying primarily on the use of matrices and vectors of linear algebra. Each of the steps of this method was described in detail and properly illustrated with equations and tables. In addition to a modification in the way to address the GSI, the concept of GSIM was also introduced, which is capable of directing the needs for positive changes in the organizational climate of a particular banking agency. Such method allows a more holistic approach over the organizational climate, since it compares the GSI with GSIM, providing a conflicting view between managers' and employees' perception over the organization's climate current state. Additionally, it enables the consolidation of several factors into one main index, which, in terms of managerial aspects, facilitates improvements identification. To illustrate the application of the proposed method, an organizational climate survey was conducted in a banking agency, detailing the intermediate steps taken to carry out that application. Results have shown the need for improvements directly comparing the GSI and the GSIM.

In relation to the methodology described, in one of the steps, the calculation of impact factors for each dimension was required. It is important to underline that this step displayed impact factors with very similar values, which suggests the possibility that respondents have not understood the approach adopted in this research, or one could assume that the use of these factors may be unnecessary. Thus, the study does not conclusively demonstrate the real need of impact factors, indicating that future studies could be carried out to check their real need. Further, a better comprehension around the real influence of such impact factors within the banking context is necessary. Additional investigation would contribute to verify if there are any specific factors that might be taken into consideration for this scenario.

In general, the tool has proved to be a great ally to climate research and also to identify the need for improvements in banking context. Finally, the use of the *5W2H* tool has proved to be practical to address improvement opportunities observed in the climate analysis, providing an initial

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guide to raise the agency's GSI and achieve the goals pursued by the company. It is noteworthy that, due to the fact that improvement actions have been inferred based on direct observation, there is still a need for further analysis and/or debates about the impact and validity of these solutions.

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Scale	Favorable			Unfavorable
Dimension	0.5	1.5	2.5	3.5
1. Stress		1.239		
2. Conformity	0.872			
3. Participation		1.571		
4. Supervision	0.821			
5. Consideration	1.069			
6. Structure			1.828	
7. Empowerment	1.074			
8. Reward				2.425
9. Prestigious	1.320			
10. Cooperation		1.545		
11. Standards		1.375		
12. Conflict		1.788		
13. Identity	1.116			
14. Tolerance	0.800			
15. Transparency			1.897	
16. Justice		1.603		
17. Progress		1.455		
18. Logistics		1.359		
19. Recognition		1.819		
20. Control		1.630		

Figure 1 – Organizational Climate Profile

Source: Sbragia (1983)

		Respondents` satisfaction						
		0	1	2	3	4		
Questions	1	$n_{x,y}$					n_1	Number of respondents
	2						n_2	
	.						.	
	.						.	
	.						.	
	27						n_{27}	

Figure 2 – Respondents Matrix (**R**)

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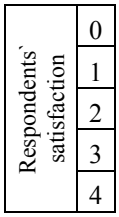

Figure 3 – Scale vector (**c**)

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Table 1 – Stock of formal employment in the six major Brazilian banks

Name of the Banks	June 2012	June 2013	Variation (%)	Balance
Banco do Brasil	113,996	113,720	-0.2%	-276
Caixa Econômica Federal	89,035	95,632	7.4%	6,597
Bradesco	86,878	84,762	-2.4%	-2,116
Itaú Unibanco	92,517	88,059	-4.8%	-4,458
Santander	54,918	51,702	-5.9%	-3,216
HSBC	23,052	22,328	-3.1%	-724
Total	460,396	456,203	-0.9%	-4,193

Source: DIEESE (2013)

Table 2 – Main dimensions for organizational climate

Dimensions	Litwin and Stringer (1968)	Kolb (1986)	Sbragia (1983)	*Great Place to Work* (1984)	Rizzatti (2002)	Embrapa (1990)	Coda (1997)	Luz (2003)
Structure / Rules	X	X	X		X	X		X
Responsibility	X	X	X	X		X		X
Challenge	X	X	X	X				
Reward	X	X	X	X	X	X	X	X
Interpersonal relationship	X	X	X	X	X			X
Cooperation	X	X	X	X	X	X	X	X
Conflict	X		X				X	
Leadership		X	X	X	X	X	X	X
Transparency		X	X	X		X	X	
Participation			X	X		X		X
Recognition			X	X	X	X	X	X
Identity / Proud			X	X	X		X	
Impatiality			X	X				
Growing opportunities			X	X	X	X		X
Human consideration			X		X	X		X
Comunication				X	X		X	X

Source: Lemos and Martins (2007); Zanatta (2011)

Table 3 – Response options and parameters

Response options	Parameter	Response options	Parameter
Always	Satisfied	Rarely	Dissatisfied
Almost always	Satisfied	Never	Dissatisfied
Yes	Satisfied	No	Dissatisfied
More less	Satisfied	-	-

Source: Luz (2003)

Table 4 – An example of the use of GSI in the Santa Catarina State Court of Justice.

Dimension	% Satisfied
Organizational development	84.4%
Transparency and performance standards	71.6%
Work condition	58.3%
Reward and workload	55.6%
Commitment	85.3%
Selfdirected team	89.8%
Recognition	85.2%
GSI	75.7%

Source: Grams (2012)

Table 5 – Questionnaire and dimensions investigated

Dimension	Questions
1-Communication	1 to 3
2-Company`s image	4 to 7
3-Training	8 to 9
4-Leadership	10 to 15
5-Professional growth	16 to 17
6-Empowerment	18 to 19
7-Motivation	20
8-Recognition	21 to 26
9-Salary	27

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Table 6 – Respondents' demographic profile

Average age	32 years old
Sex	14 men and 7 women
Average experience in the bank	5 years

Table 7 – Respondents` matrix and normalized matrix

Dimension	Questions	Scale					Normalize scale*				
		0	1	2	3	4	0	1	2	3	4
1 – Communication	1	0	3	12	6	0	0	0.1	0.6	0.3	0
	2	0	0	6	9	6	0	0	0.3	0.4	0.3
	3	0	3	9	4	5	0	0.1	0.4	0.2	0.2
2 – Company`s image	4	1	4	7	7	2	0.1	0.2	0.3	0.3	0.1
	5	0	1	6	6	8	0	0.1	0.3	0.3	0.4
	6	0	0	4	8	9	0	0	0.2	0.4	0.4
	7	0	7	11	1	2	0	0.3	0.5	0.1	0.1
3 – Training	8	0	0	5	9	7	0	0	0.2	0.4	0.3
	9	0	0	5	10	6	0	0	0.2	0.5	0.3
4 – Leadership	10	0	0	4	6	11	0	0	0.2	0.3	0.5
	11	0	0	6	11	4	0	0	0.3	0.5	0.2
	12	0	0	3	6	12	0	0	0.1	0.3	0.6
	13	6	10	4	0	1	0.3	0.5	0.2	0	0.1
	14	0	0	4	11	6	0	0	0.2	0.5	0.3
	15	0	0	12	6	3	0	0	0.6	0.3	0.1
5 – Professional growth	16	1	2	4	10	4	0.1	0.1	0.2	0.5	0.2
	17	1	3	7	10	0	0.1	0.1	0.3	0.5	0
6 – Empowerment	18	0	0	4	10	7	0	0	0.2	0.5	0.3
	19	1	8	8	3	1	0.1	0.4	0.4	0.1	0.1
7 – Motivation	20	0	1	4	8	8	0	0.1	0.2	0.4	0.4
8 – Recognition	21	0	0	6	12	3	0	0	0.3	0.6	0.1
	22	0	3	9	7	2	0	0.1	0.4	0.3	0.1
	23	0	0	3	11	7	0	0	0.1	0.5	0.3
	24	0	2	5	7	7	0	0.1	0.2	0.3	0.3
	25	0	5	10	2	4	0	0.2	0.5	0.1	0.2
	26	0	2	9	7	3	0	0.1	0.4	0.3	0.1
9 – Salary	27	5	9	4	3	0	0.2	0.4	0.2	0.1	0

* Due to rounding, in some rows the sum may not correspond to value ‘1’.

.

Table 8 – GSIV (vector **t**)

Dimension	**t**
Communication	2.6
Company`s image	2.8
Training	3.1
Leadership	2.7
Professional growth	2.5
Empowerment	2.5
Motivation	3.1
Recognition	2.7
Salary	1.2

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Table 9 – Impact vector **p**

Dimension	**p**
Communication	66
Company`s image	57
Training	58
Leadership	65
Professional growth	65
Empowerment	55
Motivation	66
Recognition	68
Salary	69

Table 10 – Dimensions` priority order vector

Dimension	**o**
Communication	3.9
Company`s image	4.8
Training	5.3
Leadership	4.2
Professional growth	3.8
Empowerment	4.5
Motivation	4.7
Recognition	3.9
Salary	1.8

Table 11 – Application of *5W2H* for the dimensions` improvement opportunities

Dimension	What?	Why?	Who?	How much?	How?	When?	Where?
Salary	Salary compatible w/ activity	Increase GSI	Senior management	Real increase of 1.3% per year	Anticipate strikes	Every August	Negotiation at Fenaban
Professional growth	Effective selection process	Increase GSI	HRM department	-	Transparency in selection process	All selection proceses	Through email to all employees
Communication	Improve communication	Increase GSI	Immediate supervisor	-	Many ways for communication	During activity orientation	Workplace
Recognition	Recognize employee	Increase GSI	HRM department	-	Financial recognition	Whenever supervisor indicates	Payment roll

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