

Questionnaire – Investigation Survey on Employees' Opinion Regional Report for the Eastern Region of the Romanian Commercial Bank (RCB)

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Abstract: The objective of the study is to investigate the employee's awareness of Eastern Region of the Romanian Commercial Bank, a research based on a common methodology survey, in order to obtain a general review on an established issue, which was demonstrated and confirmed to be effective and its recognizes the performance in an emblematic bank for the Romanian banking industry.

Keywords: personnel management; firm employment decisions; promotions; training; labor management

JEL Classification: M₁₂; M₅₁; M₅₂; M₅₃; M₅₄

Introduction

By carefully nuanced answers, the questions of the questionnaire were designed to collect respondents' opinions about the work environment, collaboration and communication, their own position and direct chief in relation to remuneration / recognition of merit / performance, as chances of valuing some specific opportunities for career development.

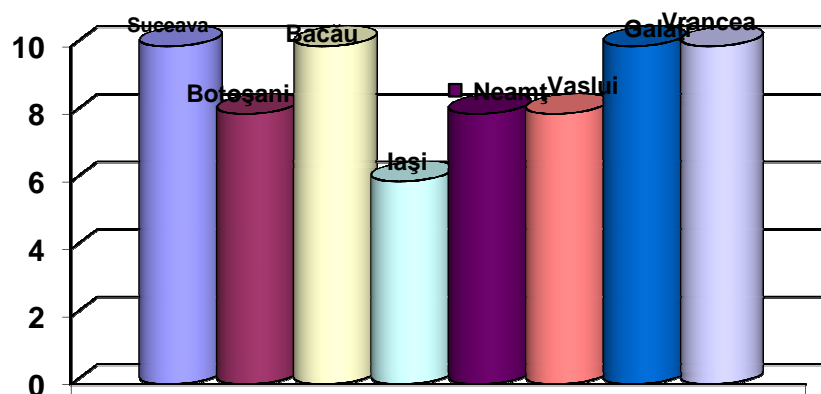
Of great interest, or perhaps as a corollary of the cultivated attitude, encouraged through such management, it is assessed the degree of loyalty of operators from the bank units, this element being really a barometer of the recommendation degree of RCB.

The cognitive value of the survey is drawn from the analysis of each of the questions and subsequently of the responses provided that, on a certain group, they gave very valuable information regarding the performance management system in the bank.

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1. How do you assess the role of managerial training in the achievement of the company's success?

The Component of North-East Region



Legend:

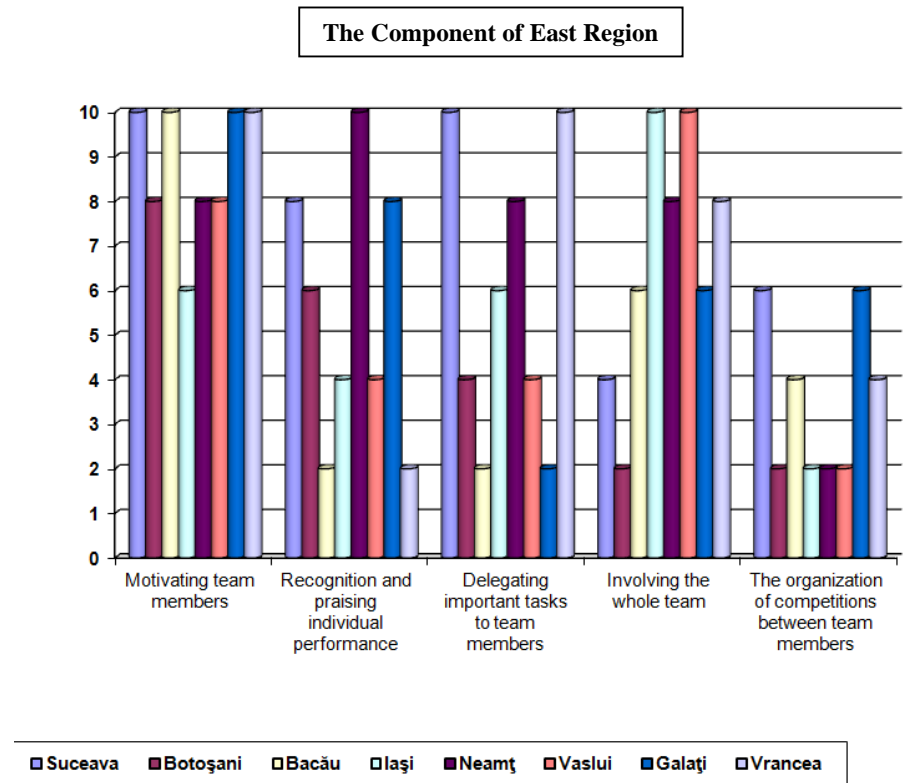
Very high - 10; High - 8; Neutral - 6, Very small - 4; Minor - 2

Comments

Questioning all respondents in the eight counties composing the RCB North – East Region reveals a high appreciation for management training, considered to be the true keystone of the performance achieved by the units in question.

Some relatively minor deviation of the respondents indicates a greater requirement that they propose and - also they claim from employees and collaborators teams. Moreover, together with those of "of 10 grade" counties the respondents from Iasi, Botosani and Neamt were among the most fervent subscribers to *coaching* organized by the Central and to which all the staff attended.

2. How would you rate the importance of the following elements on team results?



Legend:

Very high - 10; High - 8; Neutral - 6, Very small - 4; Minor – 2

Comments

Keeping the same marks from 0 to 10, the motivation issue occupies an important position in the category of the elements with defining importance to the success of the entire team.

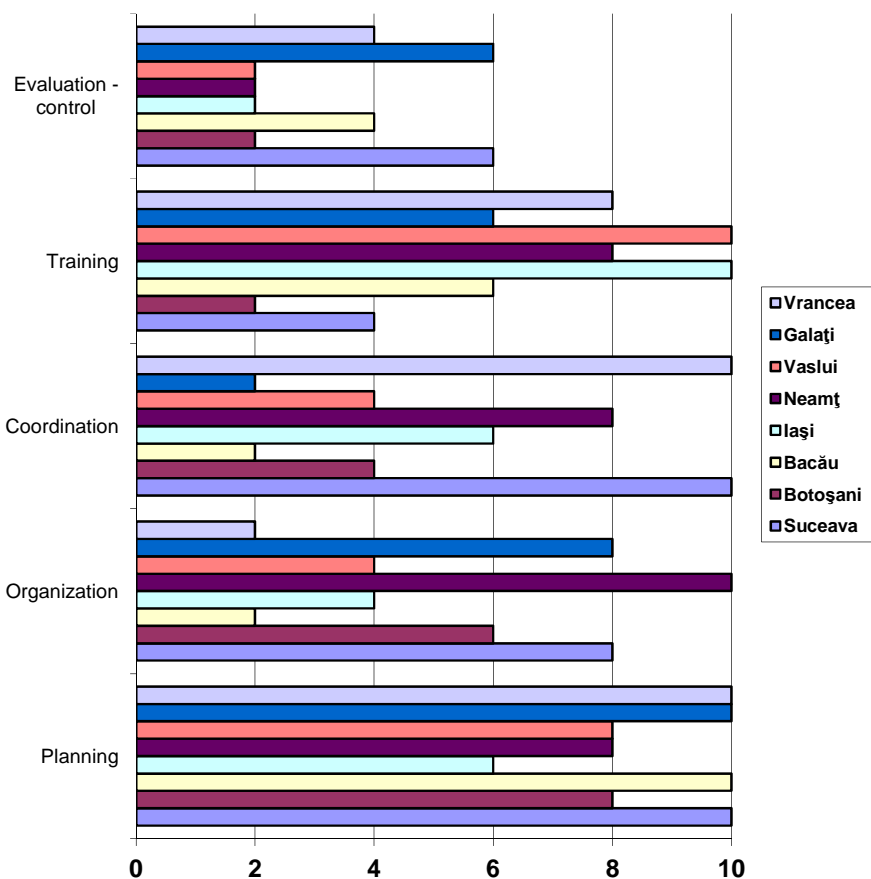
Of course, this may also include various ways of achieving motivation, the salaries and bonuses are among the most frequent and usual means.

If we correlate the previous observations, we can estimate that the delegation of important tasks to team members, or training the entire team is among the favorite

methods in the above counties and that there is the view that they would support the success and performance of the company.

3. How would you rate the usefulness of the following functions of the manager in the banking unit?

The Component of East Region



Legend:

Very high - 10; High - 8; Neutral - 6, Very small - 4; Minor – 2

Comments

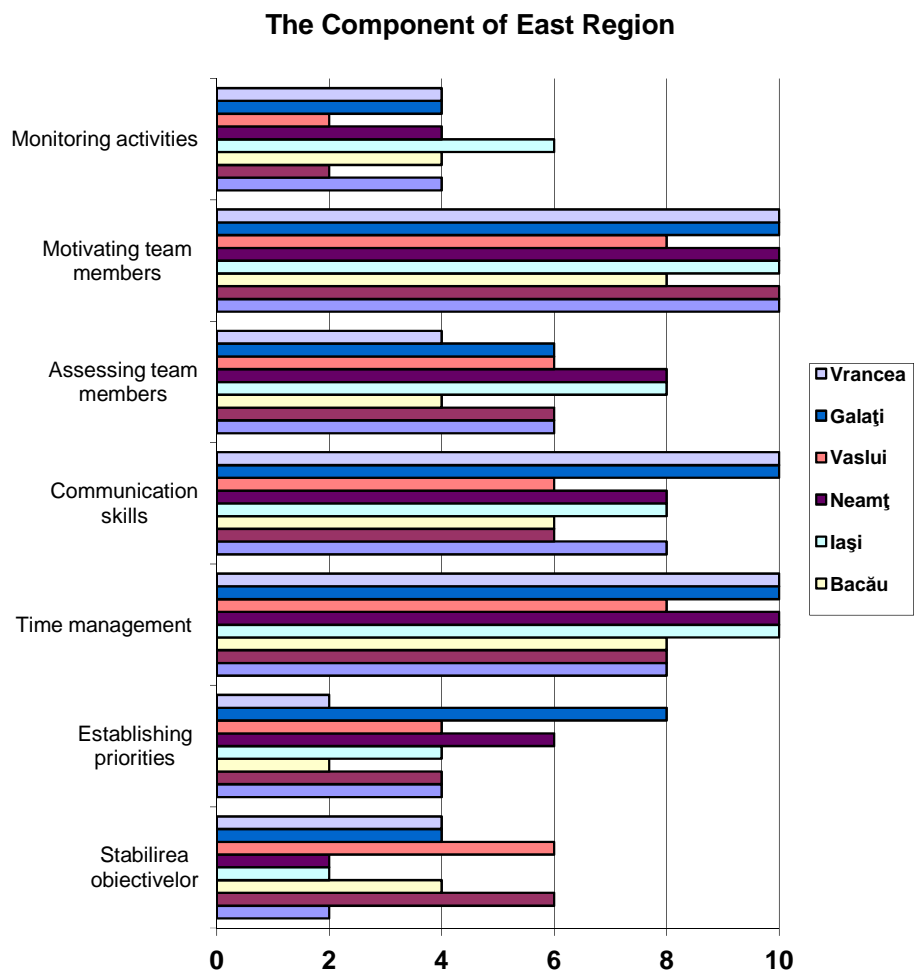
And within the main functions that every top manager performs, most of the respondents gave importance to training and coordination capacities, being considered crucial in obtaining special performance by the banking unit.

It has an important significance the evaluation-control and planning, the latter being considered the more necessary in the difficult times through which the whole economy goes through, and it focuses on the proactive assessment of the challenges, opportunities and operating climate in general.

Scoring relatively low the other managerial functions might also justify the special team coagulation, a maturity of people inter-relations, which relativizes the control share, for example, even the organization itself.

Evidently the *evaluation-control* or even *the coordination* have their importance established, but in the structure of respondents in the county the results / final reported grading derived as an average of somewhat different notation, to which, in the final analysis, we opted "by rounding" to the most common noting.

4. What is the importance you assign to the following skills and abilities of a manager?



Legend:

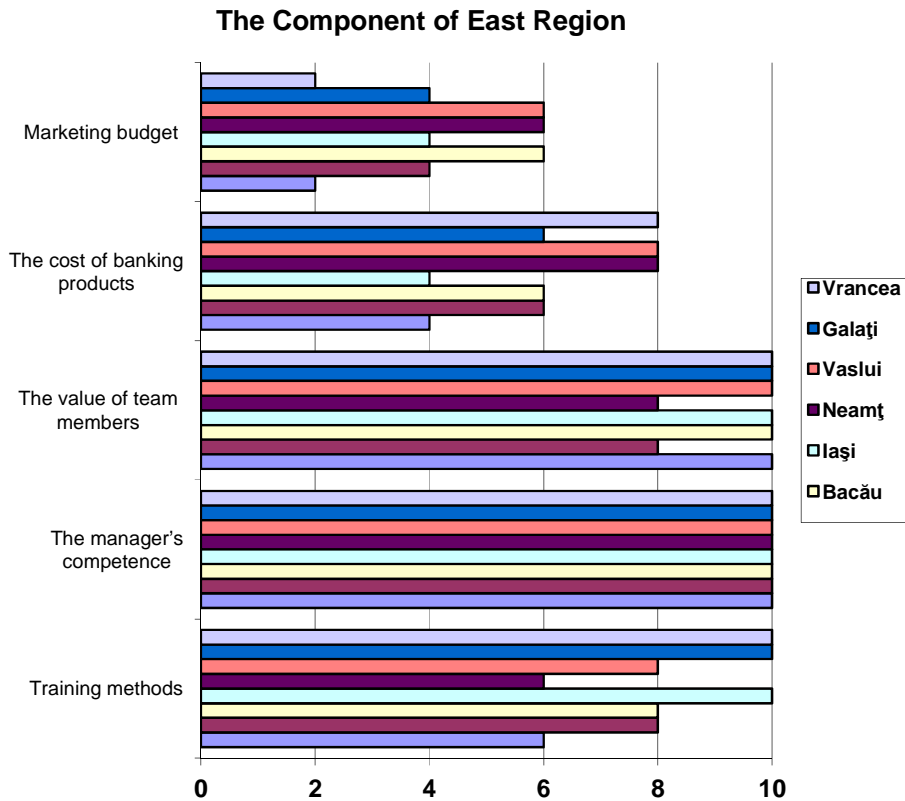
Very high - 10; High - 8; Neutral - 6, Very small - 4; Minor - 2.

Comments

One can see a certain consistency of respondents in assessing the item "motivation of the team members", the "communication" skills and "time management". Without having the same rating, the "monitoring activities" can easily be outrun, which requires to corroborate in the evaluation with the ability of a manager to establish the priorities and goals. Moreover, ranking immediately lower may also be due to a reduced possibility that, by grading, may also be observed in all the nuances of assessment.

On the other hand, both setting priorities and objectives are to a considerable extent for the central management, or, for a smaller geographical area as the one examined in this case study, the manager's skills, although important, we find that they are placed in a certain obscurity in the general view.

5. How do the following elements influence the team results?



Legend:

Very high - 10; High - 8; Neutral - 6, Very small - 4; Minor - 2.

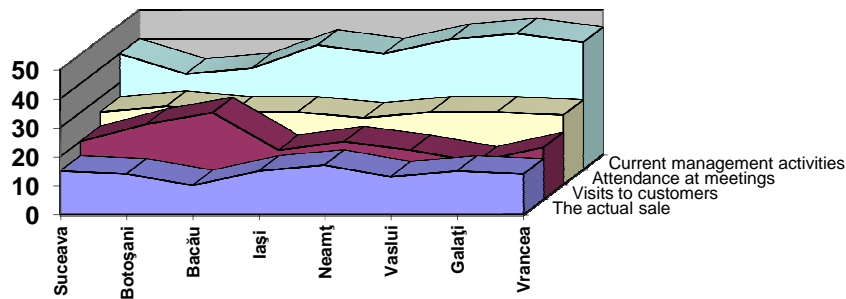
Comments

Although it may seem like repeating one of the above questions, here lined the elements represent a challenge to respondents, because they form a junction between the internal and external impact on team results. It is worth noting the consensus on the *manager competence*, and immediately thereafter, the one linked to the *value of team members*. The results from this question, with its nuances show a maturity proven not only by makers from the banking units of the studied network, but also of the led teams.

It should be emphasized that the most relevant evidence of competence of the manager lies in its ability to *weld* a team. Once established the necessary links through *training, communication and, last but not least - motivation*, it also increases the *value of team members*, and hence - its results and performance. It is noteworthy given the *importance of training methods*, with a visible scoring higher than the *marketing budget* and even *the costs of banking products*.

At the risk of repetition, that can be interpreted as a sign of maturity of institutional and inter-human relationships, as a conscious trust assumed in the traditional considerable potential of the company, a capacity which is at a size to which it really becomes critical for the performance of the unit, it is directly related to personal and professional quality of the manager and team members.

6. How would you assess the use of your work time in the overall daily management activities?



Comments

From an overview, we obviously observe the share of current management activities in the work of surveyed managers. It includes all tasks related to planning, coordination, implementation and evaluation-control, but the balance with other concerns that are dosed in a manager's agenda reflects a good practice in the delegation of some duties: observe *visits to customers* or *the actual sale*, which are in a lesser extent among the daily concerns of managers.

And time for meetings is of a considerable extent, although much more reduced, but for a correct analysis and diagnosis of time management by the manager, this element must be correlated with the sizes which are close to the other activities, which presumably, although important for good running of the unit, can - and are - delegated to collaborators.

The sensitive fluctuations from one district to another, also denote a unitary vision on the general policies of the major banking group, an almost identical perception of the role and status of the current leader of the country's banking market.

Moreover, at the end of this survey and under anonymity, the respondents were requested concise views on the business, the brand, and regarding its or the bank's future, in more or less distant perspective. The analyst found a clear attitude of responsibility of the respondents, but - and this should be emphasized - it has been noticed a solid trust, a measurable optimism about the prospects for the future and the strength of RCB. Some of the subjects assessed the prospects for the bank to be the top of other similar units in the system, while others consider that the transfer to another unit of Erste group from another country would be justified only for a specified period as an alternative to improve the professional situation.

Technical Approaches in Conducting the Survey

The preparation of the survey was based on establishing the necessary *methodological milestones*:

- The diagnosis of the organization is to be highlighted by:
 - assessing the level of employee satisfaction on different aspects of organization;
 - identifying the perceived changes in the post-acquisition period;
 - the impact of these new circumstances on morals and motivation of employees;
 - identifying the most effective ways of internal communication.
- the priorities for action aimed at:
 - ranking the employee's satisfaction according to the perception of manager's various attributes;

- applying the Kano model for identifying and addressing priority issues.
- data collection period: 14 to 30 September 2010

The data collection was based on a model of Investigation of Employee Opinion developed for a specializing polling firm *Daedalus Millward Brown*. In order to compare the results with country-level standards for key indicators it was used a standard version of the questionnaire, to which the RCB added an additional section of questions, in order to assess:

- loyalty and employee commitment;
- Internal image of RCB;
- the awareness and the importance of RCB values;
- affiliation with Erste Group
- *the data collection techniques* were selected and used under the direct coordination of the company *Daedalus Millward Brown*, a firm specializing in designing and conducting various surveys:
 - *CAWI (Computer Assisted Web Interviews)* – the on-line questionnaire was launched by employees with individual e-mail address & Internet access, and the specializing company coordinated the data collection through the NIPO software.
 - *PAPI (Pen and Paper Personal Interviews)* - it was prepared a hard copy questionnaire that the same specializing firm handed in a sealed envelope to employees without accessing to e-mail with a pre-paid envelope so that they send the questionnaire back.

The process of data collection has allowed the full confidentiality of employees' responses.

Investigating Employee Opinion Survey developed by *Daedalus Millward Brown* Company in Romania has been applied in many organizational projects since 2006. For this category of studies, *Daedalus* works with about 15 companies. Companies that have used this tool work in different fields such as industry, consumer goods, professional services, telecommunications and others.

The employees of both companies were evaluated in Bucharest and other cities from different regions of the country. All the filled in questionnaires were self-completed by CAWI techniques and PAPI data collection.

Still within the technical details it may be mentioned that, just for each research project, and in this case it was applied *cleaning the database*, a standard procedure used to ensure the data accuracy and consistency. In the case of the current project, this process included the following steps:

- *The RCB diagram* when comparing the responses of employees with inside RCB information there were found in several cases inconsistencies, where

errors were also reported at headquarters and on the network, matching the two datasets, it was chosen only the internal RCB classification.

- *The demographic profile*, focusing on gender, age and experience as RCB employee.

For the same reasons, the *Do not know / no answer* has been drastically relativized, being removed from the database the employees that had too many answers of DNK / NA.

Conclusions

From the classic SWOT scheme, for illustrating the conclusions drawn from this survey we stopped only at three of the four quadrants, justifying that a judicious analysis combined with strengths and weaknesses, can lead efficiency to the general recommended solutions and suggestions of improving the working climate.

In all three quadrants there are lined items in a dictated order by the decreasing level of importance (derived by scoring) as the subjects have established through questionnaires.

Strengths of the RCB.	
Notoriety	31.8
Bank name / reputation / brand / logo	24.7
Services quality	22.6
Tradition / History	19.6
Focus on customer	17.0
Efficiency / Profitability / Performance / Competitiveness	13.9
Offer products / products	11.2
Expanding network / infrastructure (branches, ATMs)	10.9
Reliability	8.9
Staff / Employers / Employees	8.0
Integrity	7.4
Customers/ portfolio of customers	6.4
The most powerful bank in the banking system/ leader	5.7
Strong bank, strong brand, strength, economic power	4.4

Teamwork	3.9
Transparency	3.3
Timeliness / effectiveness	2.9
Market share	1.9
Other	9.2

Between the "RCB's strengths", reputation, name / brand pg the bank, the efficiency and expanded facilities are on the leading position, within walking distance to be followed by other elements, of course – as important, but with a reduced share in the qualification.

Weaknesses of the RCB	
High interest	10.7
The small number of staff	6.2
Lack of communication (in general)	5.7
Congestion at the office	5.7
Bureaucracy	5.6
Work Program	5.0
Large amount of work	4.3
Info Programs /IT	4.3
Personnel / Employees (tired, stressed, etc)	4.1
Inflexibility / market mismatch / Inertia	3.9
Caring for employees / lack of motivation of the staff	3.7
Professionalism / lack of professionalism of employees	3.7
Poor customer orientation	3.3
Salaries / bonuses	2.9
Delayed feedback	2.0
Quality / Quality of Service	1.7
Organization	1.6
Other	23.9

The high interest is in a place far from the number of staff, the congestion at the office, the bureaucracy and a certain deficiency in the internal communication, the "Weaknesses RCB" cannot include in lower positions the debatable professionalism issues or delayed feedback, which may be inferred as to be linked to a relatively less attractive salary and bonus policy.

Suggestions for improvement	
Internal/ inter-department communication	10.9
Work Program Compliance	10.2
Improve service quality / customer relationship	8.4
More attention to employees	8.4
Improvement of banking products / supply	8.4
Correlation of target / target / a realistic target	7.2
Customer focus	6.3
Improve the recruitment / personnel quality	6.3
Improving workflow (processes, procedures)	6.2
Simplified Programs (Sibcor) / simpler IT programs	4.0
Professional promotion according to their competences	3.6
Working environment / workplace ambience	2.9
Increase salaries / bonuses / salary	2.9
Improve employee training / specialization	2.7
Effectiveness / Efficiency	2.0
Reduce staff load / Stress	2.0

We consider symptomatic the fact that the respondents placed the internal and interdepartmental communication as the head "solutions" to improve the working environment of the banking units in the studied region and the recommended increased attention to employees comes to support the above-stated need for communication.

And other suggestions have great meanings, but again it should be noted the request for pay increases and its correlation with the promotion based on competence and training.

We should also mention the respondent managers concern for a sustained and continuous improvement of employees' specialty and training and this should be based on developing new, advanced training and coaching at the level of all entities.

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