

The loyal and moral principles in the sale of bank products. A case study from Slovak Republic.

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Abstract— Aim of the article was to examine selected moral attitudes of bank staff in Slovakia. These attitudes present important area of business ethics and corporate social responsibility. They have significant impact on financial performance of the bank because of satisfaction mirror effect. In this article we have evaluated the relationship between the bank employees and the employers, their relationship to the clients, evaluation of their own productivity and the change of the attitude during the crisis.

The morality in the business area and corporate social responsibility represents meaningful theoretical background but understanding of these terms is completely different in the banking practice. Because of this reason we have examined moral attitudes of bank staff in Slovakia. Attitudes of bank employees were investigated in a questionnaire survey and obtained results were verified by structured interviews. The research was conducted in two stages, in 2008 (before the crisis has started) and in 2012 (after the first phase of the crisis has finished).

The research indicates that employees of banks in Slovakia are not sufficiently loyal to the bank they work for. The crisis brought about deterioration in relation to employee acceptance of client needs. To meet needs of the client's interest has decreased significantly in 2012 compared to 2008. During the crisis the number of respondents who pointed to their own weaknesses in their productivity has increased.

Keywords— commercial bank, personnel management in commercial bank, bank employee's attitudes, loyalty, relationship to a customer, performance of bank employees

I. INTRODUCTION

COMMERCIAL banks are financial intermediaries and have key role in national and international economies, [19] and its power is affected the social system of the state.

Regarding to specific features of commercial banking [6], [18], [19], [35] issue of business ethics and corporate social responsibility (CSR) is very actual [5], [12], [14], [21], [31],

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[38], [41], [43], [46]. The most important expression of responsible and moral business of commercial banking is protection of interests and finance of banking clients.

Aim of the article was to examine selected ethical attitudes of bank staff in Slovakia. These attitudes present important area of business ethics while having significant impact on financial performance of the bank via satisfaction mirror effect [24]. In this article we have examined the relationship between the bank employees and the employers, their relationship to the clients, evaluation of their own productivity and the change of the attitude during the crisis.

It is important to examine attitudes of employees because they can create suitable conditions for successful operations of a bank on a market in a competitive environment. A relation to an employer, customers and their own productivity forms staff productivity significantly, which determines the level of work's quality in all areas of the bank function and potentially increase its financial performance.

Banks deal with "a special kind of public resources," that is why they are exposed to the strict regulation and banking supervision. In this context, our research is on the front burner.

Based on current knowledge, we can state that the research is original because we have not found any similar information in domestic or foreign literature. The reason may be that some "sensitive areas" of bank management are examined and banks are unwilling to provide any information of that kind. This is also reflected in the limited sample of respondents in this research.

Attitudes of bank employees are investigated by a questionnaire survey and obtained results are verified by structured interviews with bank managers at senior management level.

II. PROBLEM FORMULATION

At present time, banks are in the spotlight. The public assigns them the most significant proportion on the crisis.

The financial crisis has focused the public attention on the financial industry [35], [41] because the failure of commercial banks (mismanagement of credit risk, development and sale of toxic financial instruments etc.) has been transformed into the real economy through increase in unemployment. A life quality decrease for millions of people around the world has been

caused by reduce of global consumption. In this process a moral failure of participants in the financial system and total lack of decency in relation to customers and society has played important role [5]. Regarding this matter, Chatterjee and Lefcovitch indicate that, threat someone deliberately (subprime mortgages in U.S.) is totally unethical [18].

In this context discussion about ethical aspects in banking business is becoming more intense. The banking is often considered as amoral area [19, p. 291], which is primarily aimed on risk and revenues.

Paulet shows that the banking is not situated in ethically free zone. According to the author, financial crisis has shown that aggressive capitalism has demonstrated its limits and regulation system in banking area have to be necessary fulfilled by transparency and moral aspects [31, p.298].

Regulatory authority, under the impact of global crisis, the bank regulation tightens gradually. [3], [4] European politicians have been discussing the need for regulation of bank managers' salaries and additional taxation of banks. At the same time, conditions in the area of credit risk have got worse due to an adverse economic development. These factors create an enormous pressure on the performance of the banking sector and can cause a decrease in financing of businesses and households which can result in a negative effect on the economic growth. [9]

Scientific publications currently present a need for moral conduct of companies in a competitive contest. According to San-Jose, Retolaza and Gutierrez-Goiria the aim of ethical banking is to achieve economic value added by including also social objectives where both groups of targets are relevant in socio-economic system. Traditional banks are integrated ethical and social aspects through CSR (corporate social responsibility) [35, p. 152]. Icke, Caliskan and Ayturk define ethical banks as financial institutions which are achieving social and economic effects for society and environment. The most important ethical principles in relation with clients and staff and basic principles of banking transactions are: fairness, impartiality, reliability, transparency, interest in social benefits and respect for the environment, combat for money laundering and abusing of confidential business information [19]. Tea, Paulišić and Krstinić-Nižić indicate that many regulatory rules and laws require fortifying needs of moral conduct of parties in the banking business. Essential features of banking culture are honesty, loyalty, frankness and decency [41].

Many authors critically assess business ethics and corporate social responsibility. According to Sigurthorsson risk of CSR consists in the fact that it tends to become an excuse for soft laws and corporate self-regulation. For example, Icelandic banks has been implemented the concept of social responsibility through financial support of charitable events while they didn't pay attention to the formation of social responsible practices and reduce CSR to tool for communicating with the public [38]. Fassin and Gosselin show that despite the fact that big institutions such as Fortis, Arthur Andersen & Co, and AIG have strong CSR and ethical culture, they went bankrupt. These causes show the discrepancy between official statements and procedures of senior management. Failure of management and ethics can lead to

strategic mistakes with fatal consequences for the company [12, p. 187].

According to Gibbons, many banks in Great Britain doesn't represent themselves transparently, extent of provided information are not sufficient in comparison with other European countries and quality information is absented for people who are in financial difficulties and so on [14]. Tea, Paulišić and Krstinić-Nižić has evaluated ethical aspects of the banking sector in Croatia and they found that in the banking culture is absent honesty, awareness, responsibility, creativity, objectivity and professionalism [41]. According to Palomino and Martinez effectiveness of ethical programs in banks is different and some programs are primarily aimed to achieving a favorable image in relation with socio-economic institutions (government, media, society, customers) and don't have a significant impact on staff ethics [30].

Watkins argues that the banking sector is typical capitalist activity which is aimed at profit. Policy of laissez-faire believes that individuals and companies are able to increase their money wealth without any constraints. Financial markets present unlimited opportunities for wealth growth. This factor operates more intensely if profitable opportunities in the economy grow. For example, also Goldman Sachs has been involved in ethically problematic activities that generate enormously high profit [46, p. 366]. According to Chatterjee and Lefcovitch dilemma consists in the fact which concept of CSR is more important for the company's managers as the corporate responsibility (profit maximization). Principal responsibility of managers is related with the relationship with shareholders. Managers can be satisfied if the minimal and law required level of CSR is achieved. Banks are predominantly oriented to maximize profits and totally indiscriminate within their operations related with clients, investors and general publics' interests. Banks violate the law, regulatory rules and codes of conduct in an attempt to maximize their own profit [18]. According to Fassin banks talked more about social responsibility they more focused on increasing the shareholders' value, on their own personal bonuses and on the level of "golden parachutes" after the beginning of financial crisis [12, p. 187].

Companies create their codes of conductorship which contain principles of business and principles applied in relation to their partners, which means their employees, customers, shareholders and suppliers [17], [19]. In response to the global financial and economic crisis, morality in financial markets is a current issue [5], [12], [18].

According to the Code of Ethics of Slovak banks, employees must ensure to offer prompt and quality service to clients. They must provide the most possible comprehensive information, including risks associated with certain operations [32]. The need for building proper relationships with bank customers creates an important element in building customers' satisfaction and a growth of performance of commercial banks [7], [27], [28]. The basic prerequisite for correct approach application of customer satisfaction is the bank staff.

Employee satisfaction is made up of several factors and significantly determined staff loyalty which means a higher quality of services creates a higher customer satisfaction. Saari

and Judge indicated that staff satisfaction form the dispositional personality factors, cultural influences and nature of performed work. Satisfaction with the nature of performed work (job challenge, independence, diversity and work area) represents the most important factor of employee job satisfaction formation. According to authors staff satisfaction is closely related with customer satisfaction through high quality services [34]. Bhutto, Laghari a Butt defined three factors: organizational structure, identity and interpersonal relationships that have positive and significant effect on the jobs satisfaction [8]. Babakus, Yavas, Karatepe and Avci indicate that the area of job satisfaction is an important factor that significantly affects the ability of staff to provide quality services to clients [2]. Similar conclusions are contained in other foreign studies [26], [37]. According to Yee, Yeung a Cheng loyal employees have many opportunities to understand and meet specific need of customers which means also quality services growth. Relationships between staff loyalty and quality of services are important in those service sectors where staff spend lot of time with customers (high-contact service sector). According to authors, staff loyalty represent essential factor in quality service growth, customer satisfaction and loyalty and key role in company's financial performance growth which is engaged in high-contact service sector [44].

Lages a Piercy explore key elements of the system to improve services in the company. Their results point to the fact that customers require a high level of acceptance of their own need and accurate services from bank staff. In this context key element to improve the quality of provided services is correct understanding of customers' needs as a result of job satisfaction of employees [23]. Maddern, Maull, and Smart call this effect as satisfaction mirror effect [24]. According to Heskett, profit and business growth are primarily stimulated by customer loyalty which is immediately formed by its satisfaction. Customer satisfaction is determined by the quality of services that is created by satisfied, loyal and productive employees (service-profit chain effect) [16]. Service-chain effect is analyzed also by other authors such as [11], [13], [20], [24], [37].

Bank customers have a dominant position in process of bank business management because they are buying bank products. Without their ability to save money in the system and the willingness to buy products (payments, loans and additional services) bank system would not exist. Appropriate system of customers' care in the commercial bank creates conditions for achieving of business goals of the commercial bank in the competitive environment [6].

Customer satisfaction creates besides objective parameters also system of subjective feeling and sensations (e.g. feeling to be appreciated in the bank, feeling of staff approach to customers' needs, feeling of the bank environment) which are barely measurable and largely unpredictable but very important.

A satisfied customer is very important for current and planned financial performance of commercial banks. Such customer remains loyal to the bank, re-purchases bank's products, is prepared to pay higher price for offered products and services and taking care about satisfied customers is much

cheaper than getting a new one. Satisfied customer represents also free form of advertising and on the other hand he calls for employees' complacency and pride on their job and company [7].

Clients considered the fact that high quality bank understands their needs and large proportion of clients think that banks should understand better customers' needs [6].

The importance of applying this approach increases, when we realize, that this is a low-cost investment in a future business performance.

In a banking practice, the situation is different. Banks do not pay enough attention to the correct approach to its clients in achieving their goals. [6], [7] *Greg Smith*, a manager of the largest investment bank in the world called Goldman Sachs, leaving the bank in March 2012 stated: "I have always sought to ensure that I have advised my clients what I considered to be correct, even if it meant less money for the company. Such a view is more and more unpopular for Goldman Sachs. [29]

The attitude of a company towards employees determines the attitude of employees to customers of a given company. In relation to a business performance, it is important to create conditions for employees' satisfaction because their dissatisfaction leads to a loss of interest in work (frequent absence) and a loss of interest in the company itself (high turnover rate). A good Personnel Management [17], [22], [25], [33], [36], [39], [40], [42], [44], [45] may have positive effects on company performance. [1], [10], [15], [47] Managers are expected to be able to attract and retain the loyalty of employees to the management and the firm. In this context, leaving of good people from a company may be perceived as irretrievable loss to a competitive advantage of a firm.

Author of the article have been long devoted to this issue. Results of similar studies are published in these sources. [6,7] In our research we investigated the change of attitudes of bank employees in Slovakia in selected areas of bank management under the influence of the global financial and economic crisis.

As a part of our research in 2012, we have set the following hypotheses:

- H1: The crisis has increased employees' loyalty to the bank due to increased concerns about jobs.
- H2: Staff approach to the acceptance of customer's needs is determined by the level of their job satisfaction. Higher level of staff satisfaction leads to better approach to the acceptance of customer's needs.
- H3: Attitudes of bank staff have changed during the crisis against customers; bank employees have transformed the bank's increased pressure on their productivity in the form of unfair sales.
- H4: Reserves of bank employees' productivity have fallen due to the crisis.

Through questionnaires and structured interviews, we examined attitudes of employees of commercial banks in Slovakia.

In the questionnaire survey we have asked respondents a total of 8 questions, where 5 of them have been focused on the loyalty of bank employees, the application of ethics in selling products to clients and assessment of their own productivity.

One question has been investigated the name of the bank. Another question has been investigated the length of tenure on manager's position and last question has been investigated the acceptance of staff opinions by managers which are operated in sales process.

The survey was firstly conducted in 2008 (before the crisis) in Slovakia on a sample of 49 respondents. Results of the research were verified by structured interviews on a sample of 10 bank managers who worked in middle and senior management in Slovakia. In 2012 we repeated the questionnaire on a sample of 116 respondents. Survey results were compared with those of 13 managers who worked at headquarters of commercial banks in Slovakia. For comparison, we used the method of structured interviews.

Opinions of branch managers on applied leadership style have been examined through questionnaire survey. The questionnaire has been firstly conducted in 2008 in Slovakia on the sample of 34 respondents. In 2012 questionnaire has been repeated on the sample of 37 banks managers.

Banks were reluctant to provide any information, which are the subject of this research, through official channels. For this reason, questionnaires were completed during training events for employees of the banking sector, which resulted in a limited number of respondents.

Questionnaires were anonymous; respondents could answer truthfully without any possible sanctions imposed. Structured interviews were conducted thanks to authors' personal relationships with managers of selected banks.

Research results from 2008 have been compared with results from 2012 through the test of equivalence of two units. We assumed that we have a random selection of the range of n_1 from double categorical population with proportion of p_1 and random selection of the range of n_2 from double categorical population with proportion of p_2 . Selections were independent and sample sizes were large. For the test to compare two units of double categorical population, the null hypothesis was worded: $H_0: p_1 = p_2$. If this hypothesis would be correct then $p_1 - p_2 = 0$ and in the assertion of the difference of two sample units (independent samples), thus normalized random variable is as follows:

$$U = \frac{\hat{p}_1 - \hat{p}_2}{\sqrt{p(1-p)/n_1 + p(1-p)/n_2}}, \quad (1)$$

where p denotes the common value of p_1 and p_2 .

If dough criteria value would be higher than the critical value (quantile of the standard normal distribution $u_{1-\alpha/2}$) the null hypothesis would be rejected. In this case that would mean a difference between the replies on the questionnaire questions. Calculations were performed in the XLStatistics program. The main output was the P-value. For a nominal significance level $\alpha = 0,05$, if an achieved minimum level of significance was less than α , the null hypothesis H_0 was disapproved.

Relationships between staff satisfaction and the level of acceptance of customers' needs have been evaluated through the index of staff satisfaction and index of acceptance of

customer needs. Index of salesclerks satisfaction contains the level of staff loyalty and acceptance of their need in management process.

$$I_{sp} = \frac{(loyalty rate + acceptance rate)}{2} \quad (2)$$

Index of acceptance of customer needs includes the level of appropriate products sales and offering a suitable product in the case of inappropriate choice of the customer.

$$I_a = \frac{(suitable product sales) + (offer a suitable product in the case of inappropriate customer's choice)}{2} \quad (3)$$

III. MORAL ATTITUDES OF THE BANK EMPLOYEES IN SLOVAKIA A THEIR CHANGES DURING THE FINANCIAL CRISIS

Table I and Table II present results of loyalty rate of bank employees in Slovakia.

Table I: Results of loyalty rate of bank employees in Slovakia

<i>Question1: How would you express your feelings towards the bank?</i>	2012 in %	2008 in %	P-value
I am proud of the bank I work for	13	37	0,000443
if they pay me well, other factors do not matter	22	24	0,778946
bank is indifferent to me	9	8	0,835057
I do not think about it	56	31	0,003327

The crisis has changed the attitude of employees towards their employer. The number of respondents who were proud of their employer has been significantly reduced. The number of employees who are not interested in their bank has increased rapidly. Employees who have been indifferent to the bank and who have been interested only in salaries, more or less represent the same amount. In casual conversation bank employees have confirmed relatively high level of job dissatisfaction. They evaluated critically a high intensity of work, enormous pressure on product sales, poor salaries and poor managerial culture of their senior staff. Many of them have admitted that in the case of better salary they would definitely leave their current employer.

In Table II is presented research's results about loyalty of bank staff in Slovakia in the context of possible change of employer in relation to better salary offer. Our intention was primarily to examine the level of loyalty and that is the reason why we have deliberately set a higher salary offer by only 10 % from a competitor. We have hypothesized that this offer is for loyal employees uninteresting.

Table II: Results of loyalty rate of bank employees in Slovakia

<i>Question 2: If another bank or institution offered you a 10% higher salary, what would you do?</i>	2012 in %	2008 in %	P-value
1.I would immediately leave the bank	4	8	0,289797
2. I would not leave, because it is just a small difference	70	66	0,612309
3. I would not leave, because I am satisfied here	9	22	0,022653
4. I have so much to do that I do not think about it	17	4	0,023912

During the crisis, certain changes have occurred, although the most preferred answers to our question remained unchanged. Respondents did not consider a 10% increase in salary as sufficient to change the employer and this dominant attitude has changed only slightly during the crisis. The number of respondents, who would not leave because employees are feeling well, has significantly reduced. The number of respondents who did not think about the researched issues has increased.

The acceptance of opinions and suggestions of salesclerks (Table III) has been slightly deteriorated during financial crisis. In 2012, only 65 % of respondents said that their managers take into account their suggestions and comments (in 2008 it was 73 %). Our research has been confirmed a low level of the acceptance of salesclerks' opinions because 35 % of respondents said that their opinions are not positively perceived by bank managers. These people work in close contact with customers and can gain important knowledge to improve their products and services.

Table III: The acceptance of opinions and comments of salesclerks by managers

<i>Question 3: How do you evaluate the manager's approach</i>	2012 in %	2008 in %	P-value
1. They listen to my opinions, thoughts and comments and try to accept them	65	73	0,316583
2. They listen to my opinions, but they don't accept anything	30	18	0,110242
3. They even don't listen to me	0	2	0,126587
4. I don't even try it	5	7	0,609487

Table 4 and Table 5 show result of morality measurements in bank product sales and services.

Table IV: Results of measurements of morality in selling bank products and services

<i>Question 3: When doing business you focus primarily on?</i>	2012 in %	2008 in %	P-value
1. To achieve a feeling in the client that his bank sells the highest quality possible	35	43	0,331783
2. I try to sell for the highest price	17	2	0,007862
3. I try to sell regardless of price	4	7	0,414274
4. I only sell a product which is suitable for the client	44	46	0,813312
5. They did not respond to this question	0	2	0,126587

Answering this question, we recorded the most significant change in the fact that bank employees tried to sell products to their clients at the highest price. The number of respondents, who tried to achieve satisfied clients, has reduced. The number of dealers, who sold only suitable products to clients, has slightly reduced.

According to results the acceptance of customers' needs is relatively low in the sales process, because only 44 % of respondents have clearly expressed to purchase only appropriate products for clients.

Table V: Results of measurements of morality in selling bank products and services

<i>Question 4: If you have a feeling that the client has chosen a wrong product, what would you do?</i>	2012 v %	2008 v %	P-value
1. If he was free to choose, I would sell him the product	30	4	0,000245
2. I will sell the product and gently draw his attention to possible risks	48	35	0,124390
3. I will explain to him disadvantages of the selected product and I will offer him another suitable product	22	53	8,6E-05
4. I do not solve this problem	0	4	0,030237

The crisis has significantly changed preferences of selling products. Sellers increasingly accepted a purchase of an inappropriate product by the client. They justified their decision by the client's free choice, or their response to the client's wrong choice was the warning on potential risks. The number of respondents, who would offer another suitable product in case of the client's incorrect selection, has significantly reduced. Answers on this question have been confirmed a low acceptance of customers' needs because in 2012 only 22 % of respondents were willing to offer suitable product to the client in the case of adverse choice.

The relationship between staff satisfaction and the acceptance of customers' needs present corresponding index which are shown in Table 6. In the case of salesclerks, satisfaction mirror effect is applied. The value of both indexes is approximately the same in each year and salesclerks satisfaction decrease leads to the acceptance of customers 'needs reduction.

Table VI: Development of the index of staff satisfaction and index of the acceptance of customer's need

Indicator (1)	2012 (2)	2008 (3)	Index of change $4=(2-3)/3$
Index of salesclerks satisfaction (Isp)	0,39	0,50	-0,220
Index of the acceptance of customer's need (Iap)	0,33	0,49	-0,327

Table VII contains results of the evaluation of employees' own reserves in their productivity.

Answering this question, we have noticed some significant changes. In 2012, the number of respondents who admitted reserves in their own productivity has significantly increased. The number of respondents who admitted their own reserves in productivity from 20% to 30% has significantly increased.

Table VII: Results of the evaluation of employees' own reserves in their productivity

<i>Question 5: If you had better conditions at work (e.g. the bank would appreciate your work more, you could be promoted, your bank drafts would be analyzed carefully, etc.), by how much in % would you improve your productivity?</i>	2012 in %	2008 in %	P-value
1. by 0% because I already work very hard	22	39	0,024692
2. at least by 10%	22	24	0,778946
3. at least by 20%	26	14	0,091345
4. at least by 30 %	30	23	0,359759

In relation to this phenomenon, we have investigated the applied leadership style in the bank sector in Slovakia. We asked banker what kinds of applied leadership style they prefer in the bank sales process. Results of our research are shown in Table VIII.

Table VIII: Applied leadership style in the bank sector of Slovakia

<i>Question 6: In department's staff management it is important</i>	2012 in %	2008 in %	P-value
1. to specify work tasks and control the way and the course of their duties	60	55	0,670190
2. to establish goals and leave the way of their achievement on the department staff	7	21	0,086597
3. to create an appropriate environment for the implementation of their job tasks without strict controls	15	12	0,712271
4. to check daily tasks fulfillment and take corrective action promptly	18	12	0,480896

In 2012, the directive approach in leadership has been prevailed in questionnaire survey because 60 % of respondents reported the 1st answer and 18 % of them said 4th answer. The sum of responses that are characteristic for directive style of leadership has been 78 % (in 2008, it was 67 %). Liberal management style is presented by the answer No. 2 (7 %). Participative approach to leadership has been characterized by response No. 3 (15 %). P-value has not confirmed partial changes in attitudes during the examined time period. It is evident that preferred style of staff management in the banking sector in Slovakia is still directive style.

IV. CONCLUSION

The financial crisis has caused a fundamental change in public opinions on commercial banking and significantly increased a pressure on applied ethical approach to banking. Moral management can represent a significant strategic advantage for the bank, for example banks with high moral level didn't buy any toxic assets and therefore didn't have any important financial difficulties during the crisis. The most significant aspect of the bank morality is protection of interests and money of bank's customers.

The acceptance of customer's needs by banks managers presents necessary precondition for building of customer satisfaction which determines the expected financial performance of the bank. Key role in this process has a staff satisfaction.

Results of our research did not confirm the validity of hypotheses 1. The rate of employees' loyalty during the crisis has decreased. The number of respondents who were proud of their bank was lower and the number of employees who did not plan to leave the bank because of their satisfaction was lower, too.

Hypothesis 2 was accepted. Our research has confirmed the fact that staff approach and the acceptance of customer's need is conditional to the level of job satisfaction. Lower level of staff satisfactions leads to worse approach of the acceptance of customer's needs.

Hypothesis 3 was accepted. Attitudes of the bank staff have changed during the crisis to the detriment of clients. The bank employees transformed the bank's increased pressure on their productivity in the form of unfair sales. We recorded a higher proportion of vendors who sold for maximum price. The interest of dealers to offer more suitable products than the chosen ones also significantly reduced.

Hypothesis 4 was rejected. The survey of the bank employees' reserves in productivity has reported remarkable results. The assumption that the crisis will bring employees bigger work intensity has not been confirmed. Results were different. There was a statistically significant increase in the number of respondents who felt some reserves in their own productivity. Results of our research has pointed out the fact, that the directive style in leadership cannot set and maintain optimal productivity of people because it cannot motivate the important factor of financial performance of the company and cause a low level of job satisfaction and lack of interest in the company.

Results of this survey were subjected to qualitative analysis of structured interviews with managers of commercial banks in middle and top level management. Based on results of consultations, we held that the knowledge gained from this research necessary for the processing of this article was representative. Bank managers confirmed the trend of low loyalty and high turnover of bank employees. 10 bank managers have confirmed this trend. 3 of them didn't have any opinion.

This trend has been determined because of bank employees' main focus on selling retail products; they had ambitious sales plans and not appropriate salaries. Banks in Slovakia have been focused on purchasing their staff from external sources whereas a purposeful training of their staff was on the second place. The evaluation of staff's reserves in their productivity was considered to be rather optimistic. 9 bank managers have thought that their salesclerks are very busy in their work and 4 of them have admitted that their workers have some reserves in

their productivity.

This research was aimed at an exclusive (not easy to get) area of banking management from the position of an academic research. Results of this research cannot be generalized because they have been conducted on limited sample of respondents. Reasons of limited sample were the reluctance of banks to provide this kind of information and minimal bank's interaction with academic sphere. Despite this fact our opinion is that this research has produced interesting impulses for human resource improvement in commercial banking sector which could lead to improvement of bank's financial performance.

Research results can be considered as inspiring and interesting for further research projects. In the future, we plan to examine the connection between the applied management approach, employees' loyalty and the employees' approach towards clients, the relationship between the age structure of employees, loyalty and approach towards the client and the relationship between the management approach and reserves in the employees' productivity.

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