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People management practices: In the light of the analysts of public financial institutions and private of Rio Grande do Norte

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Júlio Mário Maia Júnior
Mestrado em Administração. Universidade Potiguar, UnP, Natal/RN. Bacharel em Direito. Universidade do Estado do Rio Grande do Norte, UERN, Gerente de Agência do Banco do Nordeste.
E-mail: juliommjr@yahoo.com.br
ORCID: https://orcid.org/0000-0002-7132-5748

Hilderline Câmara de Oliveira
Pós-doc em Direitos Humanos/UFPB. Drª em Ciências Sociais/UFRN, Mestre em Serviço Social-UFRN, especialista em Antropologia Cultural/ UFRN, em Educação Em Saúde e em Mediação e Conciliação de Conflitos pelo centro superior de mediação de DF. Assistente social –UFRN e Socióloga pela UNINTER.
E-mail: hilderlinec@hotmail.com
ORCID: https://orcid.org/0000-0003-4810-117X

ABSTRACT
Technological advancement and the digital revolution 4.0 have been breaking paradigms, bringing eras closer together, requiring the derivation of flows, processes, treadmills, structural and behavioral models. As an example of this condition, the financial market coexists, on a daily basis, with the experiment of the new, the new modality of transaction, with the new tools of concession and with the recovery of credits, as well as with new currencies. With this, the Human Resources area of these ended up having to recreate itself, especially through the incorporation of the techniques and practices of People Management and Leadership. Given this scenario, the present research has as general scope to analyze the models and practices of People Management in the relationship between executives and analysts/clerks who work both in the context of public banks, especially Banco do Nordeste do Brasil S.A., Banco do Brasil and Caixa Econômica Federal, as well as in private ones, particularly Santander, Bradesco and Itaú Unibanco, whose agencies are found in the state of Rio Grande do Norte (RN). To this end, a descriptive research was undertaken, with a quantitative approach. The data collection technique was the questionnaire, which was applied to 113 bank employees of the Employees Union in banking establishments in the state of Rio Grande do Norte. Data analysis was performed using the statistical program Statistical Package for the Social Sciences (SPSS). As for the results, in this research, 48.7% of the participants are male and 51.3% are female. 42.5% of the interviewees occupy only the position of banking analyst/clerk/technician/agent/executive cashier, and 37.2% of these have more than 10 (ten) years in the banking activity. The importance of the analyst's work for the proper functioning of a banking unit was predicted as an intact figure and referenced by 61.6% of the respondents. Even though organizations have formalized and disseminated Corporate Governance structures among employees, a quantity that reached the mark of 82.3%, in addition to Codes of Ethical Conduct and Integrity, the prototypes of strategic management of people currently experienced are leaving crossed bridges and cracked links, hitherto integrated, highly fragile.

Keywords: People Management, Leadership, Human resources, Financial institution.

1 INTRODUCTION

Competitiveness, current market requirements and the search for excellence in meeting demands have been promoting changes in the tangible and financial "territories" of business societies. The banking market is undoubtedly one of those experiencing this moment of profound structural

changes, within the scope of the orders and norms, arising from the modern modeling of managing people and the use of technologies of the latest application, such as Artificial Intelligence, *the Internet* of Things, Automation for *BackOffice* Processes, the *Open Banking* Movement and Cybersecurity.

In this sense, the success of organizations depends on their ability to keep up with the pace of the scenario, that is, it depends on several factors that can facilitate the development of people and the versatility of the company's business. However, change is not easy, because it requires the abandonment of already proven practices. Thus, it is undeniable the role of influence of the leaders to open new paths, that is, to sponsor and to promote the new scenarios of the organization. (JOHANN, *et al,* 2015)

From this process emerge necessary managerial innovations, which allow social and environmental factors to obtain relevance and that equate strategic values, such as organizational culture, mission, vision, principles, among others. The culture of innovation in People Management necessarily goes through the communication between company and people, allowing collective participation in decisions and the involvement of this community with the objectives of the business, that is, it seeks to give voice to employees, and, in addition to being a tonic, it is a great start.

According to the perception of Araújo (2022), with the digital revolution*, the mobile internet* and the Industrial Revolution 4.0, there have been advances of extreme significance in the area of People Management. These advances were as follows:

> A) Process automation: with the emergence of *automated software* and tools, bureaucratic processes were reduced, consequently, space was opened for strategic planning and for the insertion of tasks such as time management, generation of payslips, performance evaluation and engagement plans, as well as talent attraction and retention.
>
> B) Efficient data analysis: possibility of gathering a large number of information to make more assertive decisions, using, for example, the *Big Data* tool, used to promote behavioral analysis of employees, as well as demonstrate and promote necessary training and training.
>
> C) The new concepts of Leadership: today the leader is able to listen to everyone in order to create insights and promote more objective decision-making, valuing a good organizational climate and the development of good relationships between the team, always thinking collectively.
>
> D) The new generation of professionals: the current generations put well-being at the top of their needs, want to have a voice, be heard and be part of the company's decisions, have become, moreover, more multifunctional professionals and more flexible to change.

It is noteworthy that the General Data Protection Law (LGPD), Law No. 13,709, of August 14, 2018, provides, in the caput of Article 1, on the processing of personal data, including in digital media,

by natural person or by legal entity of public or private law, with the objective of protecting the fundamental rights of freedom and privacy and the free development of the personality of the natural person. (BRASIL, 2018, p. 1).

At the same time that it acquires greater economic relevance around the world, the banking sector faces problems of strong competition, largely due to the process of deregulation that allows non-bank companies to operate in the capital market, removing from banks the monopoly of credit operations. (LARANGEIRA, 1994)

In Brazil, in the 1980s, there was a rapid and extensive process of computerization of bank branches, whose objective was to accelerate and increase the volume of information processing. Jinkings points out that this process of automation in the banks was also a way to weaken the strikes of the category and the union movement. According to the author, the increase in self-service terminals, the deactivation of large branches and large banking centers, which were spaces for the concentration of workers, were also mechanisms to weaken the unions. (JINKINGS, 1995)

Already in the mid-1990s, Brazilian banks went through a bold modernization process, following an international trend, which reoriented the nature of their activities turning them more to the business area, which includes activities in the futures and derivatives markets, as well as activities related to Risk Management. With regard to restructuring, the strategy *of customer cultivation was adopted*, which seeks to maximize the number of customer links with the bank. The reorientation of the activities of the banks manifested itself since the definition *of the lay-out* of the branches, starting to have physical spaces specifically demarcated, signaled and ambient, in order to meet the new corporate objectives. (JINKINGS, 1995)

Today, the concern to face competition, in the search for the guarantee of profit margins, is oriented towards the rationalization and restructuring of activities. The management strategy focuses on the conquest of the client through the quality of services. In this perspective, the assumption would be that the improvement of productivity and profitability does not result only from the use of computerization technology, but mainly from new forms of use and management of the workforce. As a result, there are large investments in the restructuring of activities, mainly through the implementation of quality programs, accompanied by increasing investments in education and training. (LARANGEIRA, 1995; ELY 1995)

In the study of the topic investigated here one cannot fail to mention the event of the Covid-19 pandemic, which profoundly affected the business world in early 2020[1]. This is because, it was from this event that all the strategic plans for the adaptation to the digital world needed to be accelerated.

[1] Data Brazil : Confirmed cases 37,319,254 and Deaths 700,556. Data updated on 04/04/2023. Available in https://covid.saude.gov.br/. Accessed 18-04-2023

For Mendes (2021, p. 7), this was a context that allowed the growth of the perception about "how important the 'Human Being' is in this process of digital transformation."

In summary, in a summarized, contextual and chronological way, the digital bank is the product of the development of a broad process of product innovations and processes experienced in the financial sector in Brazil since the 1960s. The "first wave" of innovations in the sector can be translated into the creation of large Data Processing Centers (CPDs), with the use of medium-sized computers and mainframes used to make the accounting record of transactions.

In the second half of the 1970s, or in the "second wave", there was the automation of branch cashiers and the data processing model, with the online interconnection of cashiers to processing systems. Until then, innovations occurred in the bank's internal operations and were barely visible to customers. (CERNEV, DINIZ, JAYO, 2009)

The "third wave" of innovation consisted of the deployment of self-service terminals in public places, which reduced the movement of customers to branches. While the "fourth wave" allowed customers interactions with the bank, without the need to leave home or office. This began with telephone answering. The most important innovation of this stage, however, was Internet Banking (CERNEV, DINIZ, JAYO, 2009).

The current ongoing process is, therefore, the "fifth wave" of technological innovation in Brazilian banks and is characterized by the use of technology to establish partnerships with non-banking sectors, such as retailers, post offices and lotteries (in the case of correspondent banks) and mobile phone operators or mobile banking, which is defined as a set of "mobile services, involving the use of portable technologies and devices connected to mobile telecommunications networks, enabling users to make mobile payments, banking transactions and other financial services." (CERNEV, DINIZ, JAYO, 2009, p.18)

The financial system is composed of a set of public and private financial institutions. "Through the National Financial System (SFN), the relationship between agents lacking resources for investment and agents capable of generating savings and, consequently, in conditions to finance the growth of the economy is made viable." (ASSAF NETO, 2021, p.43)

According to Assaf Neto (2021), the SFN can be divided into two major subsystems: normative subsystem and financial intermediation subsystem (operative). The normative subsystem is composed of institutions that define and execute the rules of operation and define the basic guidelines of operation. This subsystem includes the following regulatory institutions: National Monetary Council, Central Bank, Securities and Exchange Commission (CVM), and other institutions classified as special: Banco do Brasil, (National Bank for Economic and Social Development (BNDES) and Caixa Econômica Federal (CEF).

The subsystem of financial intermediation is formed by institutions that promote the transfer of resources between the various market agents – borrowers of resources among the various market agents – borrowers of resources and savers –, following guidelines and guidelines established by the normative subsystem. This operating subsystem includes banking and non-bank financial institutions, institutions that make up the Brazilian Savings and Loan System, and other institutions. (ASSAF NETO, 2021)

For the author, banking financial institutions include Commercial Banks, Multiple Banks and Savings Bank. By turnover, banks are classified into retail banks or business banks. While non-bank financial institutions are those that do not have the capacity to issue currency or means of payment, they are investment banks; development banks; credit, financing and investment companies; leasing societies and credit unions. (ASSAF NETO, 2021)

The Brazilian Financial System was reorganized by Law No. 4,595 of 1964, which provides for monetary, banking and credit policy and institutions, with characteristics of eminently basic operations of deposits, loans and discounts. Its standardization and regulation are the responsibility of the National Monetary Council (CMN), according to *the caput of* Article 1 of said law, which deals with the National Financial System. This, according to the law, would be constituted: I - of the National Monetary Council; II - the Central Bank of the Republic of Brazil; II - the Central Bank of Brazil; III - do Banco do Brasil S. A.; IV - the National Bank for Economic Development; and V - other public and private financial institutions. (BRAZIL, 1964)

The SFN has as its main function to make the connection between deficit agents of the economy, which need borrowed resources, and surplus agents, which have resources to lend. The financial system is divided between two main types of institutions: the regulatory and the operator. The first type has as its main function to establish rules and guidelines for the proper functioning of the market. The second concerns the institutions that actually operate actively in the market. Many of these companies are private companies that seek profit, such as banks and brokerages. (REIS, 2018)

In this way, the Brazilian financial system seeks to contribute to the economic, social and sustainable development of the country. In a globalized scenario, it faces the same challenges as other organizations: high competitiveness, constant technological innovations and excellence in products and services. (FEBRABAN, 2022)

The acceleration of digital transformation in recent years has meant that the banking sector, already recognized for its various technological restructurings, was once again facing even more advanced and adaptive trends, especially with the emergence, growth and success of some *fintechs* and digital banks.

The *New Public Administration* can be considered as a movement towards the development of these management technologies in the public sector, implemented, not infrequently, from the

idealization of what is implemented in the private sector, so that it is necessary to establish certain parameters of analysis of the impact that these strategies can generate in public officials and even in the population.

Within this perspective, the strategic management of people reveals the alignment of the strategic needs of the organization with the development of people within the company. Because it is an instrument of knowledge and a viable means for the qualification and growth of the parties (manager and analyst), whether in the internal environment or with society, Strategic Management presents itself as the main ally of this process.

In the words of Araújo (2022, p. 24), in "Industry 4.0, with digital automation, the opposition between capital and labor produces even more reification for the relations of production, while these become relations between things in the form of the robot endowed with artificial intelligence."

Given this reality, it is considered as a research question: Are there different models and practices of people management in the relationship between executives and analysts/clerks in the context of public and private banks in the state of Rio Grande do Norte?

Given this reality, the general scope of the research was tonalisar the models and practices of people management in the relationship between executives and analysts/clerks in the context of public and private banks in the state of Rio Grande do Norte. As well as to trace the sociodemographic profile of the research participants; to identify the practices of people management in private and public financial institutions in the state of RN.

2 THEORETICAL FRAMEWORK

2.1 PEOPLE MANAGEMENT AND LEADERSHIP: CONTEMPORARY PERSPECTIVES

When several experts began to speak and write that the digital revolution would profoundly alter the way one lived, worked and gave oneself relationships, it seemed something very distant and that it would take a long time to be part of real life (LEMOS, 2021). However, the introduction of so-called new Information Technologies (ICTs), such as e-mail or *groupware*, have made previous assumptions true.

Given the speed with which ICTs spread, it was seen that many people and institutions were not prepared to receive them. Conference *calls*, for example, have met with a lot of resistance, mainly because their users find it difficult to interpret each other's body language and facial expressions. The e-mail, on the other hand, had more receptivity, being one of its main advantages the fluidity of the communication, since it does not allow the sender to "interrupt" the receiver, as occurs in telephone calls. New cultural norms about time then emerge, given the expectations that emails will be answered in a certain time and that everyone will have email service. (SCHEIN, 2017)

Historically, organizations have been experiencing significant changes, especially in recent decades, in which the realization of the very concept of organization has become a challenge. Johann *et al.* (2015) conceptualize it as a system of activities coordinated cooperatively by several people who seek the realization of a common purpose.

For Dutra J., Dutra T. and Dutra G. (2021), it is a fact that people have been seen by the organization as an input, that is, as a resource to be managed. Despite the organizational transformations of production, the concepts of People Management and its transformation into managerial practices still have as their main guiding thread the control over people. In contrast, organizations have been under great pressure from the external context, which forces them to a revision in the way they manage people.

According to the aforementioned authors, changes in socio-cultural valuation patterns, the speed of technological and environmental transformations, as well as changes in living conditions have profoundly affected the positioning of people in relation to organizations and work. They even list some of the characteristics of this position:

- People increasingly aware of themselves and, consequently, more mobilized for autonomy and freedom in their career choices and professional development.
- People who are more attentive to themselves in terms of their physical, psychic and social integrity, who cultivate organizational citizenship and exert greater pressure for transparency in the company's relationship with them and for more efficient communication processes.
- People with a longer life expectancy, extending their active professional lifespan. As a result, there is a greater demand for concrete conditions for continuous development.
- People who demand professional and personal opportunities and challenges and continuous updating and gaining of competence as a condition for the maintenance of professional competitiveness. (DUTRA J.; DUTRA T.; DUTRA G., 2021, p.5)

This framework has been generating significant pressure on organizations to adopt new ways of looking at People Management. It is verified that these new forms have assumed as a premise if the development of the organization is directly related to the ability to develop people and be developed by people. And this premise originates a series of theoretical reflections about the learning of the organization and the people who participate in it and how they are interrelated. In this context, the development of people "must be centered on the people themselves, that is, the development is carried out respecting each one from his individuality." (DUTRA J.; DUTRA T.; DUTRA G., 2021, p.5)

People Management must be integrated and the set of policies and practices that form it must, at the same time, meet the interests and expectations of the company and people. The authors believe that only in this way will it be possible to sustain a productive relationship between the two. For them,

People Management should offer the company a clear vision of the level of contribution of each person and people a clear expectation of what the company can offer in time. And they also remember that the people covered by the company's management practices are not only those who establish a formal employment relationship with the organization, but all those who maintain some kind of relationship with it. (DUTRA J.; DUTRA T.; DUTRA G., 2021)

In the 1980s, a deep questioning of organizational practices arose. This revision in the way of being of the organizations was motivated, above all, by a sequence of waves of innovations, previously already treated, with the process of globalization, a priori, in the financial system, and, later, in the marketing and production systems.

According to Fischer (1992), the globalization of the production system seeks globalized and highly integrated acquisition, transformation and distribution processes, with competitive advantages wherever this production occurs. In addition, globalization is joined by great technological turbulence and a higher level of exposure of organizations due to the need for partnerships with suppliers, customers and competitors in global terms, making them much more susceptible to the transformations of the environment where they operate.

As a result of this movement, the profile of managers is radically transformed, moving from an obedient and disciplined profile to an autonomous and entrepreneurial profile. And, within this theme, with regard to the Brazilian reality, there is a very particular way in the way organizational leaderships were developed.

In the mid-1990s, Fischer (1992) states that, with the economic openness and stability of the economy and institutions, Brazilian organizations begin to live a more competitive environment, comparable to international standards. From that moment on, the need for a different organizational leadership profile arose: in order to insert it within global standards, the leader should add more effective and, at the same time, more competitive values to the organization. With this, many people, working at the managerial and management level, went to seek improvement in Business Management, inside and outside the country. Thus, to meet the new demand, at that time, there was a growth of postgraduate courses and university extension in the area of Business Management.

Dutra J., Dutra T. and Dutra G. (2021), followed more closely the leadership within Brazilian organizations, since the early 2000s, realized that, currently, the leaders have a good technical training and that they have knowledge in Business Management; However, in many organizations in the country, there is an excessive appreciation of the leader as a technician and an authoritarian and paternalistic behavior.

They also point out that the Brazilian economic environment enters a new phase, established by the "bubble" of the novel Coronavirus pandemic, with favorable conditions for growth within a context of great transformation and insecurity, characterized by increased volatility and ambiguity.

Thus, in the face of the pressures imposed on organizations and a more demanding future, they find that leaders need to expand their capacity to manage people, creating and sustaining high-performance teams. To this end, they have as their main point of development their behavioral skills. (DUTRA J.; DUTRA T.; DUTRA G., 2021)

People Management was more integrated into the company's Strategic Planning, it came to see as necessary the broader participation of employees, from different hierarchical levels, in the formulation of the organization's goals. In this way, seeking to align the management of the People Management area with the company's strategies, a uniformity in the integration of the organization's global objective was maintained. And, with such changes, the Strategic Management of People came to be a key factor in the maintenance and transfer of business guidelines. (SANTOS, NASCIMENTO, OLIVEIRA, 2014)

The term Leadership, in turn, is the subject of study of several researchers and presents several evolutions in their theories. In the twentieth century, trait theory advocated the idea that the individual would have to possess genetic qualities to be a leader. Personality, social, physical, and intellectual attributes were considered to differentiate leaders from "non-leaders." Therefore, certain characteristics could not be acquired through learning or training, as they would be non-transferable from one person to another (BOWDITCH; Buono, 2002).

After a decade, according to Robbins (2011), another variable emerged in the definition of the Leadership process: the situational approach. This argues that the type of leadership will depend on the context or situation that encompasses the organization, advising a more dynamic and flexible leadership, rather than static. Such an approach preaches that the leader must have clarity of the tasks and the work to be carried out, and that he must seek to maintain a good relationship with people and know how to evaluate the degree of maturity of his team, in order to take advantage of the capabilities and availabilities of each employee.

In contemporary times, considering a population with more and more contact with technology, since its first days of life – which has been strengthened, in view of the emergence of the distance learning modality – it is noticeable the pressure for companies to follow these technological evolutions, if they want to remain competitive in the market. It is becoming increasingly evident that the need to adapt has changed sides. For the first time in history, companies began to implement technologies to serve people (NUNES, 2021).

Still on the theme of Leadership, Robbins, Judge and Sobral (2010) add that goals are powerful conditioners of human behavior. So, leaders need to understand how to deal with this issue in their teams. To this end, the authors highlight four important notions. First, several studies prove that specific and difficult goals are effective in stimulating people. Second, employee participation is especially recommended when there is the possibility of resilience to more difficult challenges. Third,

the motivating power of specific, difficult goals loses its strength if employees don't commit to them. Fourth, feedback on performance potentiates the motivating effects of specific and difficult goals.

When addressing the same theme, Macêdo (2012) explains that the time and the present values set the tone of the conversation. According to the author, throughout the history of achievements, the constitution of governments and organizations and all forms of human association, defining Leadership and, continuous act, establishing the characteristics that make a person a leader, that is, someone who is followed without greater efforts, has been a search that never ends. For him, a point that currently does not need further discussion is the fact that someone who leads today can be a follower tomorrow, or vice versa, because the dynamics of organizations in contemporary times requires permanent learning, as well as the development of leaders and new leaders.

The author also adds that Leadership is the art of educating, guiding and encouraging people to persist in the search for better results in an environment of challenges, risks and uncertainties. Leading can be considered a simple task for some and difficult for others, but in any case, the talent for leadership tends to be noticeable.

Yukl (1998) extends the vision of Leadership also to the followers, by suggesting that it is a process of influence that can be exercised between members of a group, since one of its members can influence the interpretation of the others, their choices, the organization of their tasks, the development of skills and confidence, obtaining support and cooperation from people who are external to the group, among other actions.

With the Third Industrial Revolution, there is a great demand from the labor classes organized to maintain and develop employees, ensuring the needs of remuneration and security. It is the moment when the Human Resources sector emerges, which means taking care of people in companies, representing an important pillar for business sustainability.

Therefore, HR 4.0 reflects the technological advances that provide changes in companies. From the emergence of the sector to the contemporaneity, numerous decisive moments and great change in social relations required from people managers equal effort to accompany and adapt individuals to the business environment.

According to the Febraban Banking Technology survey (2021), banks spend an average of R$ 20 billion a year on technology and, in 2020, this amount reached almost R$ 26 billion. In 2021, 119.5 billion transactions were recorded by financial institutions, a growth of 15% compared to 2020, driven by *mobile banking*. The data shows that seven out of ten banking transactions are already carried out through digital channels. The research also shows that banks reached, in 2021, the mark of more than 653 million calls answered via *chatbots*. (FEBRABAN DE TECNOLOGIA BANCÁRIA, 2022)

Faced with this scenario, especially in the most difficult moments of the pandemic, HR 4.0 was the protagonist. He became responsible for the evaluation and direction of the companies' businesses,

acting on two totally different fronts: taking care of people who have the need to work during the pandemic and subsidizing companies in the process of transition to allocate professionals in home *office*. All this, without planning, and in the midst of situations and information about the pandemic that were changing every day. (NUNES, 2021)

2.2 THE ROLE OF THE LEADER IN GENERATION 4.0

Managers and leaders should be a source of guidance, clarification and support. Both act in order to give credibility to the process of organizational change planned throughout the transition period to the new scenario. The task of the leader is arduous in the face of the profound changes that organizations are suffering, with the work environment exposed to constant changes, in the permanent search for reinvention, in which the demands directed to leadership positions multiply. (JOHANN *et al.,* 2015)

This means that leaders will always be subject to pressure, as they are taken as "targets" and "goals." In this way, they need to be prepared to welcome ideas, complaints, demands and criticisms. Therefore, the leader needs to have a good emotional structure and cultivate self-mastery to conserve the ability to foster changes in work spaces, whether in the public and/or private sphere.

The "bridge" leader, according to Johann *et al.* (2015), facilitates the processes of change in organizations, because it serves as a link between what you have and what you can achieve. It brings to people the responsibility of them to lead their own crossings, assuming themselves the speed with which they will carry them out, provided that the leader clarifies to them in advance the impact of the individual process on the collective result. In this way, each one can understand the role of participant in the relationships and achievements of the organization.

The authors complement that organizations seek, more than ever, to ensure their sustainability in a highly competitive market, in which anything is possible. And the unique formula for succeeding in this challenge lies only in the talent of the people. Therefore, there is no formula, but rather strategic investments to capture, select, train and retain talent, and the role of the leader is far beyond the responsibility of meeting goals. He is committed to the development of those led and the performance of the team. (JOHANN *et al.,* 2015)

The people manager 4.0 is responsible for attracting the best talent, increasing employee engagement and providing innovation. In addition, he must know how to deal with Artificial Intelligence, must have agility, must seek to ensure ethics in the processes and, of course, all this always aligned with the Organizational Culture of the institution. To do so, new hires need to be fully based on cultural *fit*, so that companies can select talent that has the *soft* skills and *hard skills* aligned to achieve *high potential*. (LEMOS, 2021)

In the role of mentor, says Macêdo (2012), the leader resembles the figure of a counselor, who can also be an inspirer or a reference for the follower. Unlike what happens with the *coach*, who, in general, is someone who exerts influence in a face-to-face way. The activity of *mentoring* can be exercised remotely, since the mind resembles not a coach, but a veteran in the company, in the business area or in the profession.

Today's leader is a leader of change. With this statement, Drucker (2000) suggests that the leader should introduce in the organization a policy of innovation, that is, a policy aimed at creating changes. He argues that the main reason may not even be that change leaders need to innovate, even though they do. The main reason is that a policy of systematic innovation produces the mindset necessary for the organization to be a leader in change, making everyone in it see change with opportunities.

In summary, today's leadership values the agile adaptation to changing scenarios, always with the future in view. Thus, as the leader realizes the importance of the existence of the cooperation of each of the team members, he must stimulate the sharing of ideas and teamwork. Often, these teams organize themselves within other teams, promoting an interrelationship between them, as co-sisters.

3 ANALYSIS AND DISCUSSION OF RESEARCH RESULTS

3.1 PROFILE OF PARTICIPANTS

Table 1 - Profile and sector of activity of the respondents

			2- Which sector of Financial Institution does it work?		Total
			Private	Public	
1 - As for sex?	Male	Count	12	43	55
		% within 1 - As for sex?	21,8%	78,2%	100,0%
		% within 2- Which sector of Financial Institution does it work?	22,2%	72,9%	48,7%
		% of Total	10,6%	38,1%	48,7%
	Female	Count	42	16	58
		% within 1 - As for sex?	72,4%	27,6%	100,0%
		% within 2- Which sector of Financial Institution does it work?	77,8%	27,1%	51,3%
		% of Total	37,2%	14,2%	51,3%
Total		Count	54	59	113
		% within 1 - As for sex?	47,8%	52,2%	100,0%
		% within 2- Which sector of Financial Institution does it work?	100,0%	100,0%	100,0%
		% of Total	47,8%	52,2%	100,0%

Source: Data collection (2023)

The data in the table show a balanced participation between male and female bank employees, 48.7% and 51.3%, respectively, demonstrating that women showed greater interest in the proposed

study, as well as it was also verified that, with regard to the sector of the institution, the employees of the official public banks established ascendancy in comparison with those of the private banks, following the proportion 52.2% and 47.8%, in due order.

However, using the cross-tabulation tool, it was confirmed that 72.9% of the men who answered the questionnaire are employees of public banks, while in private institutions, most of the answers were promoted by women, reaching a large percentage of 77.8%.

The DIEESE survey, of 2021, which deals with the banking category, reveals the proportion of 51% of men and 49% of women, according to data from 2019, and shows that the positive movement was more significant among men, with the opening of 676 posts against the opening of 326 posts for women, that is, for each opening of vacancy for women there was the opening of two vacancies for men in August.[2]

Table 2 - Position or function and length of service as a banker

			4 -How long of service as a banker?					Total
			Less than 1 year	From 1 to 3 years	From 3 to 5 years	From 5 to 10 years	More than 10 years	
3 - What position/function do you hold?	Analyst/Clerk/Technician/Executive Cashier	Count	9	19	7	4	9	48
		% within 3 - What position/function do you hold?	18,8%	39,6%	14,6%	8,3%	18,8%	100,0 %
		% within 4 - How long of service as a banker?	100,0 %	95,0%	43,8%	15,4%	21,4%	42,5%
		% of Total	8,0%	16,8%	6,2%	3,5%	8,0%	42,5%
	Intermediate Management (Support, Relationship, Operational, Administrative, etc.)	Count	0	1	8	16	15	40
		% within 3 - What position/function do you hold?	0,0%	2,5%	20,0%	40,0%	37,5%	100,0 %
		% within 4 - How long of service as a banker?	0,0%	5,0%	50,0%	61,5%	35,7%	35,4%
		% of Total	0,0%	,9%	7,1%	14,2%	13,3%	35,4%
	Agency Manager	Count	0	0	1	6	18	25
		% within 3 - What position/function do you hold?	0,0%	0,0%	4,0%	24,0%	72,0%	100,0 %

[2] Available in RAIS, SEPTR-ME Elaboration: Banking Network / DIEESE. Accessed Feb/2023

		% within 4 - How long of service as a banker?	0,0%	0,0%	6,3%	23,1%	42,9%	22,1%
		% of Total	0,0%	0,0%	,9%	5,3%	15,9%	22,1%
Total		Count	9	20	16	26	42	113
		% within 3 - What position/function do you hold?	8,0%	17,7%	14,2%	23,0%	37,2%	100,0 %
		% within 4 - How long of service as a banker?	100,0 %	100,0 %	100,0 %	100,0 %	100,0 %	100,0 %
		% of Total	8,0%	17,7%	14,2%	23,0%	37,2%	100,0 %

Source: Data collection (2023)

Among the respondents, in relation to the position/function and the time in the professional exercise, it is noticed that 42.5% occupy the position of banking analyst/clerk/technician/agent/executive cashier. The remaining members, formed by two groups of employees with functions, were divided into 35.4% of intermediate managers, such as Relationship Managers, and 22.15% of main agency managers.

Other data contained in the same table indicate that 37.2% of respondents have more than 10 (ten) years of performance in banking; that 23% of them are within the range of 5 (five) to 10 (ten) years in this branch; that 14.2% have 3 (three) to 5 (five) years of experience; that 17.7% are from 1 (one) to 3 (years); and that 8% have less than 1 (year) in office.

In distribution of the functions, it is verified, with intense perception, that the time of experience is still an important requirement for a banker to reach the position of Branch Manager, being the highest percentage among those who have more than 10 years in the organization.

Thus, the New Organizational Culture has required from companies procedures so that the traditional positions and postures of people management are excised, in which time is replaced by behavioral technique, the centralization of decisions by convergent perceptions of the group of employees and the booklets of obligations by feelings proper to a true purpose to be fulfilled.

3.2 ANALYSIS, MODELS AND PRACTICES OF PEOPLE MANAGEMENT IN THE LIGHT OF BANKING ANALYSTS

In the evaluation of a management model, there are three different and complementary indicators that can be used: management models should, in general, facilitate the achievement of high levels of efficiency, effectiveness and effectiveness.

In order to achieve efficiency, effectiveness and organizational effectiveness, it is essential to maintain coherence and compatibility in the modeling of the various organizational variables. The choices of variables must meet the criteria of their suitability to the task/function of the organization. Thus, there is a need to adapt the organizational model according to the nature of the organization and its relationship with the environment.

Table 3 - Corporate Governance and Code of Ethics in Financial Institutions

			6 - Your company has a Code of Ethics, with a formal Council and reliable means of communication for the treatment, in anonymity, of the various modalities of complaints of practices that may infringe the aforementioned code of conduct and that produce the applicable penalties.		
			Yes	No	Total
5 - Does the institution that works have a Corporate Governance model defined and disseminated with all employees?	Yes	Count	92	1	93
		% within 5 - Does the institution that works have a Corporate Governance model defined and disseminated with all employees?	98,9%	1,1%	100,0%
		% within 6 - Your company has a Code of Ethics, with a formal Council and reliable means of communication to treat, in anonymity, the various modalities of complaints of practices that may infringe the said code of conduct and that produce the penalties fit.	85,2%	20,0%	82,3%
		% of Total	81,4%	,9%	82,3%
	No	Count	16	4	20
		% within 5 - Does the institution that works have a Corporate Governance model defined and disseminated with all employees?	80,0%	20,0%	100,0%
		% within 6 - Your company has a Code of Ethics, with a formal Council and reliable means of communication to treat, in anonymity, the various modalities of complaints of practices that may infringe the said code of conduct and that produce the penalties fit.	14,8%	80,0%	17,7%

		% of Total	14,2%	3,5%	17,7%
Total		Count	108	5	113
		% within 5 - Does the institution that works have a Corporate Governance model defined and disseminated with all employees?	95,6%	4,4%	100,0%
		% within 6 - Your company has a Code of Ethics, with a formal Council and reliable means of communication to treat, in anonymity, the various modalities of complaints of practices that may infringe the said code of conduct and that produce the penalties fit.	100,0%	100,0%	100,0%
		% of Total	95,6%	4,4%	100,0%

Source: Data collection (2023)

In the reading of the data, it is highlighted, firstly, that the results were striking regarding the establishment of a formalized and disseminated Corporate Governance model among the employees by the banks, which is confirmed by 82.3% of the participants. Secondly, there is 95.6% of confirmation in relation to the existence and efficiency of a Code of Ethics exercised by an active committee and that puts into practice its premises of conduct, which indicates that, in most of these banks, there is a policy of consequences for those who may proceed with conduct "outside the curve" of the forecast.

However, it is necessary emphasize that such premises need to be the knowledge, attention and practice of 100% of employees, and not just a portion of them. Thus, although the percentage was high, the non-confirmation in 100% of the answers leaves room for the belief that respondents with less than 1 (year) of activity are not yet fully aware and interacted with these topics, and there may be a possible communication failure in some of these financial institutions. One cannot, in any way, fail to pay attention to this point, since failures such as these can cause certain deviations from procedures on the part of some collaborator, without him even having the knowledge and bad faith of the acts practiced.

For a better understanding, and in reference to the Code of Ethical Conduct and Integrity of Banco do Nordeste do Brasil S.A., the Code of Conduct can be defined as the instrument that represents the commitment of the institution (of its managers, as well as of its collaborating employees and of those who act or provide services on behalf of or for the bank) with standards of personal and professional behavior aligned with the highest level of ethics and integrity desired for the internal and external processes and relationships of the organization. (CODE OF ETHICAL CONDUCT AND INTEGRITY OF BANCO DO NORDESTE DO BRASIL S.A, 2018)

Table 4 - Climate and organizational interaction or communication

			8 - Between the various sectors of the agency there is an interaction, which considers:				
			Fully collaborative team	Cooperation between common areas	Better interrelation only in each activity space	Individualized disputes to achieve their own results	Total
7 - The Organizational climate of your work environment is classified as:	Good	Count	12	21	9	6	48
		% within 7 - The Organizational climate of your work environment is classified as:	25,0%	43,8%	18,8%	12,5%	100,0%
		% within 8 - Between the various sectors of the agency there is an interaction, which considers:	36,4%	63,6%	50,0%	20,7%	42,5%
		% of Total	10,6%	18,6%	8,0%	5,3%	42,5%
	Regular	Count	1	6	9	23	39
		% within 7 - The Organizational climate of your work environment is classified as:	2,6%	15,4%	23,1%	59,0%	100,0%
		% within 8 - Between the various sectors of the agency there is an interaction, which considers:	3,0%	18,2%	50,0%	79,3%	34,5%
		% of Total	,9%	5,3%	8,0%	20,4%	34,5%
	Very good	Count	20	6	0	0	26
		% within 7 - The Organizational climate of your work environment is classified as:	76,9%	23,1%	0,0%	0,0%	100,0%
		% within 8 - Between the various sectors of the agency there is an	60,6%	18,2%	0,0%	0,0%	23,0%

		interaction, which considers:					
		% of Total	17,7%	5,3%	0,0%	0,0%	23,0%
Total		Count	33	33	18	29	113
		% within 7 - The organizational climate of your work environment is classified as:	29,2%	29,2%	15,9%	25,7%	100,0%
		% within 8 - Between the various sectors of the agency there is an interaction, which considers:	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	29,2%	29,2%	15,9%	25,7%	100,0%

Source: Data collection (2023)

Analyzing the data related to the Organizational Climate in organizations, it is verified that a good part of the participants, 57.5%, consider the environment where they work as good or regular. This data undoubtedly indicates a negative condition and turns on a warning sign.

Guardando conWith this worrying information, it is perceived that the communication or interaction of employees in the agencies is far from collaborative, because, for an index of 70.8% of the respondents, the existence of cooperation or interrelation prevails only between closer sectors, and not in a macro way, at the agency level, as required. In addition, there is a high percentage in the indication of the existence of disputes aimed more at achieving individual results.

Here, it is worth mentioning Souza's (1978) statements on Organizational Climate. For her, this is a relevant theme from the theoretical point of view because it studies the functioning of the organization through a cast of intertwined variables, escaping the linear and unilateral approach. Thus, the author states that, from a pragmatic point of view, "climate analysis gives valuable subsidies to the administrator, such as: the motivational diagnosis, the discrepancy between perceived and desired reality, the points of greater and lesser satisfaction, the management style most recommended to the situation." (SOUZA, 1978, p.32)

When talking about Organizational Communication, it is necessary to remember that different internal audiences – employees, shareholders, outsourced workers, interns, employees' families, among others – can change the form and content of the same message, although the process is one and apparently integrated.

Communication is among the so-called *soft skills*, socio-emotional skills. According to Polloni (2021), the ability to communicate appears in the global survey conducted by *LinkedIn* in mid-2020 as the most valued characteristic by employers. Other skills that make up the list are leadership, online learning and problem-solving skills.

Table 5 - Interpersonal relationship and distribution of opportunities among employees

			10 - On the part of the main manager of the agency, is there a dynamic of welcoming, well-being, preparation and search for knowledge, in an equivalent way for all employees of the team?					Total
			Yes, possibility offered for leveling of the whole team	Yes, opportunities are distributed by merit	No, managers are the first to be opportunized	No, only for the employees who have the best results	No, only for low-performing employees	
9 - Condition of the interpersonal relationship between members of the hierarchical scale:	Respect and mutual trust	Count	39	24	3	0	0	66
		% within 9 - Condition of the interpersonal relationship between members of the hierarchical scale:	59,1%	36,4%	4,5%	0,0%	0,0%	100,0 %
		% within 10 - On the part of the main manager of the agency, there is a dynamic of welcoming, well-being, preparation and search for knowledge, in an equivalent way for all employees:	95,1%	80,0%	8,8%	0,0%	0,0%	58,4%
		% of Total	34,5%	21,2%	2,7%	0,0%	0,0%	58,4%
	Restricted access between analysts and managers	Count	0	0	8	0	0	8
		% within 9 - Condition of the interpersonal relationship between members of the hierarchical scale:	0,0%	0,0%	100,0%	0,0%	0,0%	100,0 %

		% within 10 - On the part of the main manager of the agency, there is a dynamic of welcoming, well-being, preparation and search for knowledge, in an equivalent way for all employees:	0,0%	0,0%	23,5%	0,0%	0,0%	7,1%
		% of Total	0,0%	0,0%	7,1%	0,0%	0,0%	7,1%
	Insecurity and goal-oriented	Count	1	6	18	6	0	31
		% within 9 - Condition of the interpersonal relationship between members of the hierarchical scale:	3,2%	19,4%	58,1%	19,4%	0,0%	100,0 %
		% within 10 - On the part of the main manager of the agency, there is a dynamic of welcoming, well-being, preparation and search for knowledge, in an equivalent way for all employees:	2,4%	20,0%	52,9%	85,7%	0,0%	27,4%
		% of Total	,9%	5,3%	15,9%	5,3%	0,0%	27,4%
	Submission prevails	Count	1	0	5	1	1	8
		% within 9 - Condition of the interpersonal relationship between members of the hierarchical scale:	12,5%	0,0%	62,5%	12,5%	12,5%	100,0 %

		% within 10 - On the part of the main manager of the agency, there is a dynamic of welcoming, well-being, preparation and search for knowledge, in an equivalent way for all employees:	2,4%	0,0%	14,7%	14,3%	100,0%	7,1%
		% of Total	,9%	0,0%	4,4%	,9%	,9%	7,1%
Total		Count	41	30	34	7	1	113
		% within 9 - Condition of the interpersonal relationship between members of the hierarchical scale:	36,3%	26,5%	30,1%	6,2%	,9%	100,0%
		% within 10 - On the part of the main manager of the agency, there is a dynamic of welcoming, well-being, preparation and search for knowledge, in an equivalent way for all employees:	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	36,3%	26,5%	30,1%	6,2%	,9%	100,0%

Source: Data collection (2023)

According to the information in the table, it is observed that, for 58.4% of the respondents, when the hierarchy scale in the banking units is considered, mutual respect prevails between leaders and those led. Regarding the conduct of the main manager, when considering the uniformity in the relationship and the offer of opportunities among subordinates, whether managers or analysts, it is noted that 36.3% perceive that there is a willingness of the leader of the unit in which they work to a search for leveling of knowledge among all of the team.

However, another approximate result in this content indicates the existence of a certain preference of the agency manager for giving opportunities to intermediate managers to the detriment of other employees, a fact confirmed by 30.1% of respondents. However, 95.1% of confirmation is the most expressive information collected, when the convergent calculation between the relationship of coexistence between superior and subordinates and the desire of the former to make feasible the appflatation of information among all its commanded.

Behavioral competencies, which allow interpersonal relationships, accompany the concept of leadership. The boss, represented as the individual with the right to command, may or may not have interpersonal skills, however, these will impress his ability to generate followers and characterize the leader.

Table 6 - Treatment, monitoring and control of activities developed between managers and other employees

			13 - Is the constant and incomprehensible demand for the achievement of business results (achievement of goals, sale of products and services, etc.) by managers a daily reality?				
			Yes, within the requirement of the market	Yes, beyond the state of normality	Yes, getting to the dull sphere	No, being within routine activities	Total
12 - Is there a distinction in the treatment, monitoring and control of the activities developed between managers and other employees by the General Manager of the unit?	Yes, managers are more instigated	Count	12	4	0	3	19
		% within 12 - Is there a distinction of treatment, monitoring and control of the activities developed between managers and other employees, on the part of the General Manager of the unit?	63,2%	21,1%	0,0%	15,8%	100,0%
		% within 13 - Is the constant and incomprehensible charge for the achievement of business results (achievement of goals, sale of products and services, etc.), by managers, a daily reality?	27,9%	13,3%	0,0%	12,5%	16,8%
		% of Total	10,6%	3,5%	0,0%	2,7%	16,8%
	Yes, subordinates are more required	Count	6	17	14	0	37
		% within 12 - Is there a distinction of treatment, monitoring and control of the	16,2%	45,9%	37,8%	0,0%	100,0%

		activities developed between managers and other employees, on the part of the General Manager of the unit?					
		% within 13 - Is the constant and incomprehensible charge for the achievement of business results (achievement of goals, sale of products and services, etc.), by managers, a daily reality?	14,0%	56,7%	87,5%	0,0%	32,7%
		% of Total	5,3%	15,0%	12,4%	0,0%	32,7%
	No, the challenges are equated, according to the role of each member	Count	24	3	1	18	46
		% within 12 - Is there a distinction of treatment, monitoring and control of the activities developed between managers and other employees, on the part of the General Manager of the unit?	52,2%	6,5%	2,2%	39,1%	100,0%
		% within 13 - Is the constant and incomprehensible charge for the achievement of business results (achievement of goals, sale of products and services, etc.), by managers, a daily reality?	55,8%	10,0%	6,3%	75,0%	40,7%
		% of Total	21,2%	2,7%	,9%	15,9%	40,7%
	In sporadic cases, certain subordinates are more demanded	Count	1	6	1	3	11
		% within 12 - Is there a distinction of treatment, monitoring and control of the activities developed between managers and other employees, on the part of the General Manager of the unit?	9,1%	54,5%	9,1%	27,3%	100,0%

		% within 13 - Is the constant and incomprehensible charge for the achievement of business results (achievement of goals, sale of products and services, etc.), by managers, a daily reality?	2,3%	20,0%	6,3%	12,5%	9,7%
		% of Total	,9%	5,3%	,9%	2,7%	9,7%
Total		Count	43	30	16	24	113
		% within 12 - Is there a distinction of treatment, monitoring and control of the activities developed between managers and other employees, on the part of the General Manager of the unit?	38,1%	26,5%	14,2%	21,2%	100,0%
		% within 13 - Is the constant and incomprehensible charge for the achievement of business results (achievement of goals, sale of products and services, etc.), by managers, a daily reality?	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	38,1%	26,5%	14,2%	21,2%	100,0%

Source: Data collection (2023)

Starting from a scale that establishes 40.7% of the respondents as on-site verifiers *of* the total integration between executives and subordinates, regarding the due and synchronic state of relationship, it is glimpsed that Management 4.0 is already present in the banking market. The big issue is that, in this same tabulation, the remaining numbers prove that there is a huge fracture in this relationship of coexistence, since 59.3% confirm misconduct, a mismatch in the treatment, approach and control of the activities of the main manager among other managers and of these two among the analysts.

From this concreteness, the capacity, the natural state and the competencies of certain main managers in the figure of leader begin to be questioned, even if the business results are obtained and that 38.1% of the participants affirm that the requirements and forms of collection are within those foreseen in the banking context.

In addition, increasingly, companies need to seek repertoire to react to customer demands, in view of the emergence of new competitors, which offer personalized services and not off the shelf. To survive in this uncertain, unpredictable and dynamic market, it takes great effort, dedication and resilience of the professionals involved. Anyone who continues to follow the logic of "it has always been this way" has a huge risk of succumbing and disappearing from the market.

Table 7- Current People Management model most used in your work environment

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Authoritarian or autocratic management	13	11,5	11,5	11,5
	Inspiring management	10	8,8	8,8	20,4
	Management focused on results	70	61,9	61,9	82,3
	Competency management	20	17,7	17,7	100,0
	Total	113	100,0	100,0	

Source: Data collection (2023)

People Management has a series of models, which can be used according to the need of the leader, when his process of knowledge and expansion of his forms of action. It is verified that 61.9% of the respondents chose the management model focused on results as predominant in their work units.

Some of the main benefits of this model are: having clearer goals and objectives, greater integration between different sectors, better retention of talent and increased productivity of the company as a whole. And, before adopting it as a management model, it is necessary to choose a model of goals to follow, define the global objectives and goals by area, as well as seek appropriate tools to achieve them.

Among the results presented in the table, it is also impressive the fact that 8.8% put in last place the model of inspiring management, which has in its foundation premises that are closer to what the New Organizational Culture and HR Management 4.0 have been seeking in this new virtuous cycle. This is a fine indication of how much banking companies still need to adapt to the new context. And these changes need to come from their CEOs and directors, that is, either the mentality of the Top Leadership is changed, or it will be difficult to advance, because the traditional management model that has yielded "good" results until today will not be able to ensure the sustainability of the business tomorrow.

In the traditional model portrayed above, People Management is structured on the hierarchy of positions and salaries, everything works on the basis of "command who can, obey who has judgment". There are too many controls, too many rules, too many penalties, and all of this added up establishes the culture of *mistrust*.

"The excessive concern to control everything in organizations disguises the compulsiveness existing in the environment, which cannot perceive the evidence as a whole" – warns Ronchi (2002, p. 25). With this, the idea of organizations is to be able to shape an adaptive pattern that can transform the conditions of daily work as a normal extension of the person's life.

Table 8- Professional growth impaired by the performance of a senior executive

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	41	36,3	36,3	36,3
	If so, how long has it been	4	3,5	3,5	39,8
	No	68	60,2	60,2	100,0
	Total	113	100,0	100,0	

Source: Data collection (2023)

The data suggest that 60.2% of the professionals did not go through vexatious situations, promoted by their superiors, in order not to obtain any growth in their careers. However, it was still demonstrated that 36.3% of the body of the sample had their professional journeys contradicted by some act considered unfair, in bad faith or with a negative purpose, caused by superiors, which produced losses for the growth in their organizations.

Although, in organizational practice, decisions about people are made according to what they deliver, the formal system, conceived in general from the concept of positions, sees them for what they do. This is one of the main mismatches between reality and the formal management system. By evaluating people by what they do and not by what they deliver, a lens is created that distorts reality.

It is observed that, intuitively, people are valued for their acts and achievements and not for the formal description of their functions or activities. At the same time, the formal system and the traditional management culture put pressure on considering the formal description, generating distortions in the perception of reality.

Table 9- Modern, innovative, hybrid or alternative model of People Management

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Cognitive Management	21	18,6	18,6	18,6
	Management by Plurality	43	38,1	38,1	56,6
	Management by Unsuspecting	8	7,1	7,1	63,7
	Conjunctural Management	17	15,0	15,0	78,8
	Covenant Management	12	10,6	10,6	89,4
	Repair Management	7	6,2	6,2	95,6
	Other:	5	4,4	4,4	100,0
	Total	113	100,0	100,0	

Source: Data collection (2023)

Among the prototypes mentioned, Plurality Management was the one that the participants understood as a possible innovative means of managing people strategically, obtaining 38.1% of the choices, following with certainty distance by Cognitive Management, which reached 18.6%.

Without the intention of establishing, developing or proposing a new model of people management, but of highlighting the need to "dehydrate" those available and confirm adequacy to the New Organizational Culture, which is being put to the test by Management 4.0, table 15 brings hypothetical models, which, of course, need to be studied, put into practice, defined, Characterized. The goal here is only to provoke respondents to choose an apparent and supposed "model" from their nomenclature.

As a means of visual demonstration of the frequency and value of words, the following is a word cloud obtained from this question:

Figure 1: Word Cloud



Source: Data collection (2023)

Organizations, in order to meet the demands and pressures coming from the external and internal environment, naturally and spontaneously, are changing their way of managing people. Companies inserted in more demanding contexts, either due to their sector of economic activity, or due to the role they play with their counterparts, conscious or not in fact, are practicing People Management systems through the use of concepts of competence, complexity and occupational space.

By proceeding in this way, organizations will orient their management to the short term and may suffer the consequences of this. Chief among them will be the difficulty of sustaining competitive advantages and attracting and retaining people important to the organization. Increasingly, these people are looking for a relationship that adds value and professional development.

One of the important points for diversity in the corporate environment is the belief that different experiences promote richness for teams and, therefore, for business. This is the first step that contributes to bring better results to companies, as well as quality of service / product and transformation of entities.

In short, it is essential that there is the involvement of management in this process of diversity, inclusion and equity. Then, these characteristics must be incorporated into Leadership, although it is difficult to drive structural and systemic changes in companies without the involvement of decision-makers and without the engagement of the whole team.

Table 10 - Financial Institution Sector and current People Management model more established in the workplace

			20 - Which People Management model is the most established in your work environment, by the managers of your agency, being mainly by the General Manager of the unit?				
			Authoritarian or autocratic management	Inspiring management	Management focused on results	Competency management	Total
2- Which sector of Financial Institution does it work?	Private	Count	10	1	35	8	54
		% within 2- Which sector of Financial Institution does it work?	18,5%	1,9%	64,8%	14,8%	100,0%
		% within 20 - Which People Management model is the most established in your work environment, by the managers of your agency, being mainly by the General Manager of the unit?	76,9%	10,0%	50,0%	40,0%	47,8%
		% of Total	8,8%	,9%	31,0%	7,1%	47,8%
	Public	Count	3	9	35	12	59
		% within 2- Which sector of Financial Institution does it work?	5,1%	15,3%	59,3%	20,3%	100,0%
		% within 20 - Which People Management model is the most established in your work environment, by the managers of your agency, being mainly by the General Manager of the unit?	23,1%	90,0%	50,0%	60,0%	52,2%
		% of Total	2,7%	8,0%	31,0%	10,6%	52,2%
Total		Count	13	10	70	20	113
		% within 2- Which sector of Financial	11,5%	8,8%	61,9%	17,7%	100,0%

	Institution does it work?					
	% within 20 - Which People Management model is the most established in your work environment, by the managers of your agency, being mainly by the General Manager of the unit?	100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total	11,5%	8,8%	61,9%	17,7%	100,0%

Source: Data collection (2023)

Finally, it is highlighted that there are many causes of the diseases that most alienate bankers, among them are: moral harassment, fear of becoming unemployed, pressure to sell products and to achieve goals, inadequate postures, long working hours, fear of assault, repetitive effort, among others. Among the pathologies that keep bank employees away from their jobs, five stand out: depression, tendonitis, *burnout* syndrome, anxiety disorder and bursitis.

4 FINAL CONSIDERATIONS

The general scope of this research was to analyze the models and practices of People Management in the relationship between its executives and analysts/clerks in the context of public (Banco do Nordeste do Brasil S.A., Banco do Brasil and Caixa Econômica Federal) and private (Santander, Bradesco and Itaú Unibanco) banks located in Rio Grande do Norte.

Several findings emerge from this study: that organizations are expanding their borders; whereas the preparation of people and especially of leaders has required a look at the globalized world, with individuals able to move in different cultures or to work with diverse teams; whereas, as a result of advances in information and communication technologies, consumers and/or customers are becoming more intense and demanding; that the Culture and Organizational Climate of companies are undergoing accelerated changes, promoting changes in the macro-environment at a very intense pace, coming to confront organizations with the need to adjust their culture to the new times under penalty of succumbing and disappearing; that people are experiencing a new professional stay, in which knowledge, integration, relationship, readiness, delivery and collective work are essential requirements for their permanence or possibilities of functional progressions.

This situation became more obvious when the cross-data were presented, which form a negative majority regarding the current procedures of private banks. On the other hand, it was found that public institutions also need to change roadmaps, because in a short time, due to the accelerated and fierce

competition and the rotating movement of technological innovation, they will need to promote the transfer of these obsolete management models so as not to be lost in the market. Given that contemporary management no longer allows structures based on lack of ethics and qualified abuse in real coexistence with the premises of the state of corporate, social and environmental governance.

With all these influences and realities, regardless of the nomenclature to be used, whether banking analyst, clerk, commercial agent, banking technician, the important thing, really, is to measure and attest that the current research sought to focus and persist in addressing all the contents, as well as the knowledge and particularities of People Management, always having as a central theme this position (analyst), that has peculiar attributions and that deserved to be contemplated in a scientific study.

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