

Elements of Innovation in Human Resource Management in Chang'an Bank, Xi'an City

Liu Xinxue*, Sirigarn Phokheaw** and Natdanai Singkhleewon***

*, **, ***Graduate School, Bansomdejchaopraya Rajabhat University

Corresponding Author: Sirigarn Phokheaw

E-mail: luknam756@gmail.com

Research Articles

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Abstract

This article aims to explore elements of innovation in human resource management in Chang'an Bank, Xi'an City. There are 2 specific objectives; the first is to define the elements of innovation in human resource management in Chang'an Bank, Xi'an City, and the second is to evaluate and improve the elements of innovation in human resource management in Chang'an Bank, Xi'an City. The first specific objective has aims to explore elements of innovation of Chang'an Bank and the second specific objective has sample groups by selecting purposive 18 experts by divided into 3 groups. The collected data will be analyzed using statistical methods: the first specific objective used Frequency and Percentage, and second specific objective is Median and Interquartile Range.

The results of this study reveal 8 dimensions: Talent Acquisition and Retention, Training Development, Performance Management, Employment Participation, Employee Well Being, Strategic HRM, Human Resource Information System (HRIS) and Technology Integration. From the research results specific objective 1, it was found that all experts agreed with all 8 dimensions and 24 elements, in order from highest percentage 100% with 11 elements, 88.89% with 5 elements, 77.78% with 4 elements, 66.67% with 2 elements, and lowest percentage 55.56% with 2 elements. From the research results in specific objective 2, it was found that all elements is over 3.5, and the quartile range is below 1.5. It shows that all elements have appropriateness and consistency

Keywords: Chang'an Bank, Xi'an City, Human Resource Management, Innovation

Introduction

High-potential employees are the cornerstone of Human Resource Management (HRM), which ensures a continuous pipeline of skilled individuals capable of assuming leadership roles. Focusing on talent management is critical for organizations aiming for long-term success, especially in an environment marked by rapid technological advancements and dynamic market trends. Kang, Hongmei & Kavanagh (2020) provided comprehensive coverage of HRIS, elucidating

its role in managing and analyzing HR-related data. Aston Beadles, Si, Yan (2021) investigated the impact of HRIS on decision-making in the public sector. Song, Yuna. (2022) discussed the role of HR in adding value and delivering results, emphasizing the use of Human Resource Information Systems" upon its first mention for clarity, particularly for readers unfamiliar with the term. for informed decision-making.

Academic perspectives on Human Resource Management (HRM) in banking underscore its unique challenges and strategic importance within the financial sector. Scholars highlight the critical role of HRM in developing employee skills and competencies relevant to the dynamic and highly regulated banking environment (Clyde, et al., 2017). The financial industry's dependence on information technology and continuous regulatory changes necessitates HRM practices that emphasize adaptability, continuous learning, and compliance. Furthermore, academics stress the strategic alignment of HRM with overall business objectives in banking. Effective HRM is considered a linchpin for achieving organizational goals, ensuring that the banking workforce possesses the necessary skills to navigate technological advancements, meet regulatory requirements, and deliver exceptional customer service (Sandra et al., 2017). Talent management and succession planning are vital in the banking sector, in which skilled professionals are essential for maintaining financial stability and fostering customer trust.

Objectives

The purpose of this study is to find out the elements of human resource management in Chang 'a Bank, Xi'an City, as follows:

1. To define the elements of innovation in human resource management in Chang'an Bank, Xi'an City
2. To evaluate and improve elements of innovation in human resource management in Chang'an Bank, Xi'an City

Research Framework

This study is the elements of innovation in human resource management in Chang'an Bank, Xi'an City. This research has the following research framework:

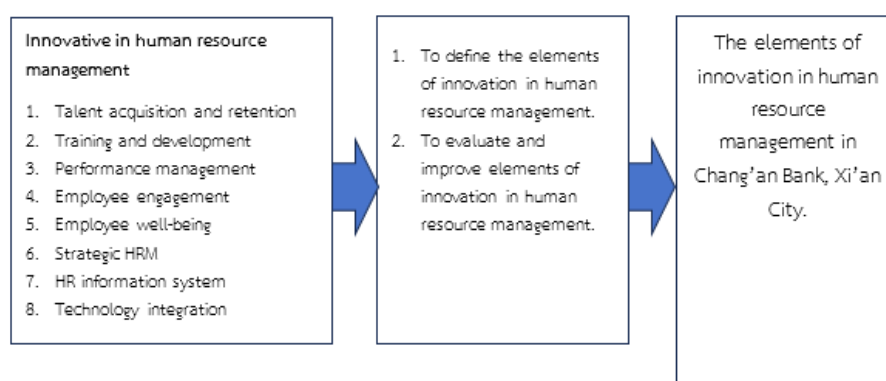


Figure 1 The research framework

Research Methodology

The specific research steps of this paper are as follows:

Step 1 To define the elements of innovation in human resource management in Chang'an Bank, Xi'an City

Step 2 To evaluate and improve elements of innovation in human resource management in Chang'an Bank, Xi'an City

The whole research process steps summarized as shown in Figure 1

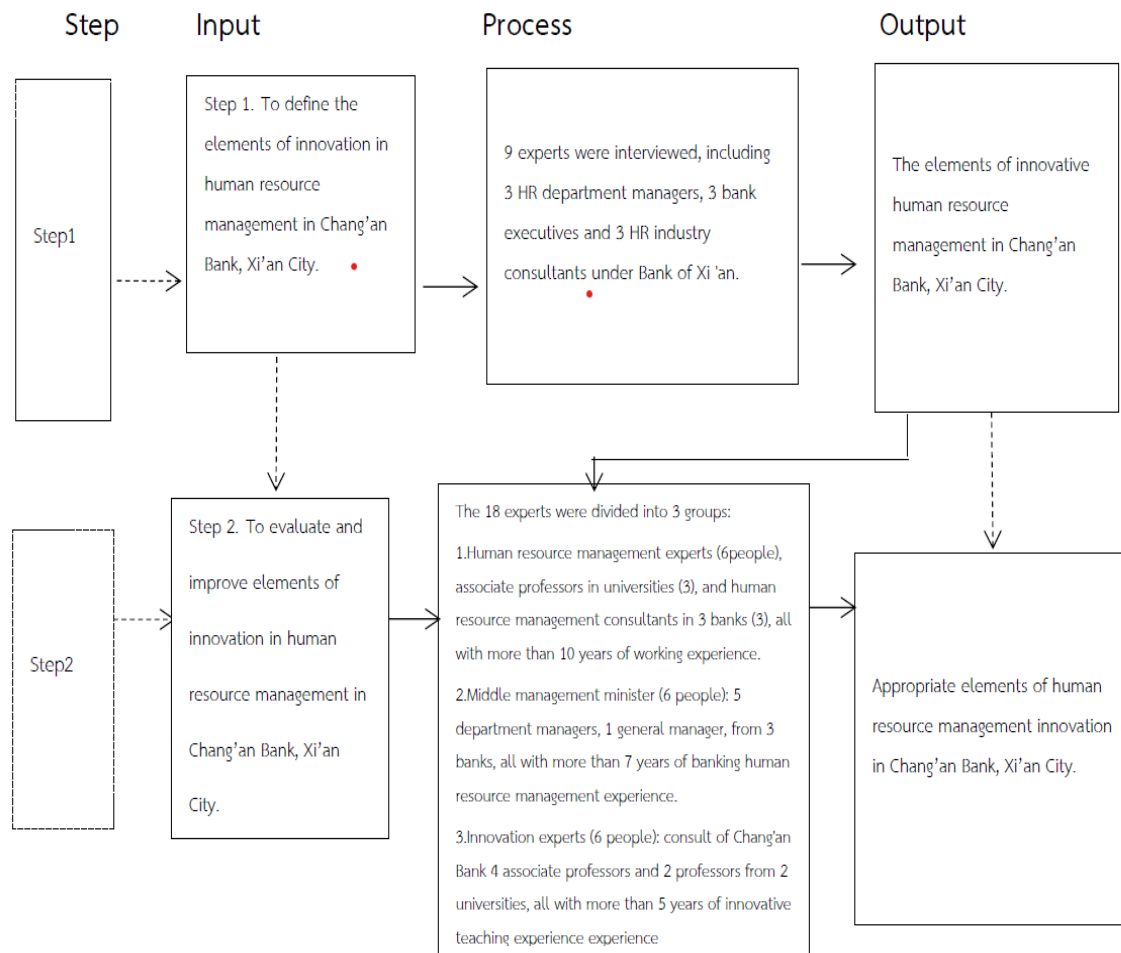


Figure 2 Research Process

Step 1 To define the elements of innovation in human resource management in Chang'an Bank, Xi'an City

Defining the population and sample group

The sample was divided into 3 groups, 3 people per group, with the following characteristics: The first group is HR department managers: all senior professionals having over 3 years of work experience in banking related fields. The second group is senior executives who have over 3 years of work experience in banking-related fields. The third group is in HR industry consulting, having over 5 years of work experience in banking-related

fields. The research instruments are interview form and Quality control by IOC from 3-person committee.

Data analysis and statistics used in data analysis:

The data collected will be analyzed using statistical methods. The frequency of each element of innovative thinking skills will be calculated. The percentage of experts who evaluate each element as suitable will also be calculated.

Step 2 To evaluate and improve elements of innovation in human resource management in Chang'an Bank, Xi'an City

Defining the population and sample group

The sample was divided into 3 groups, 6 people per group, with the following characteristics: The first group is Human resource management experts; associate professors in universities, and human resource management consultants have more than 10 years experience. The second group is Middle management and are managers, who have more than 7 years of banking human resource management. The third group is Innovation experts; consulting of Chang'an Bank from 2 universities and working more than 5 years of innovative teaching experience. The research Instruments are evaluating form and quality control by IOC from 3-person committee.

Data analysis and statistics used in data analysis:

Analyzing the statistical results and evaluating the appropriate elements of innovation in human resource management of Chang'an Bank, Xi'an City by use IQR less than 1.5 and Median more than 3.5

Result

Step 1 Results of data analysis study the elements of innovation in human resource management in Chang'an Bank, Xi'an City.

1. Talent Acquisition and Retention

In this study, the dimensions of Talent Acquisition and Retention mentioned in this study is 9 experts. The following three aspects are 1) Optimization of Recruitment was mentioned by 8 experts (88.89%), 2) Talent Identification Criteria and Employee Retention Strategy were mentioned by 9 experts (100.00%).

2. Training and Development

In this study, the dimension of Training and Development was mentioned by 9 experts, with the following three aspects are 1) Construction of Training System and Continuous Learning Culture mentioned by 9 experts (100.00%) indicating a certain importance of high correlation, 2) Personalized Learning Plan mentioned by 8 experts (88.89%).

3. Performance Management

In this study, the dimension of Performance Management was mentioned by 9 experts, with the following three aspects are 1) Scientific of Performance Indicator System were mentioned by 8 experts (88.89%) 2) Timelines and effectiveness of performance feedback mentioned by 9 experts (100.00%) 3) Relationship between Performance Results and Incentive Mechanisms received 7 mentions (77.78%).

4. Employee Engagement

In this study, the dimension of Employee Engagement was mentioned by 9 experts, with the following three aspects are 1) Mechanism for employee participation in decision-making mentioned by 8 experts (88.89%) 2) Smooth communication channels for employees mentioned by 7 experts (77.78%) 3) Employee Proposal and Feedback System mentioned by 9 experts (100.00%).

5. Employee Well-being

In the study, the dimension of Employee Well-being was mentioned by 9 experts, with the following three aspects are 1) Job satisfaction survey was mentioned by 9 experts (100.00%) 2) Focus on employees' mental health was mentioned by 6 experts (66.67%) 3) Work life balance was mentioned by 8 mentions (88.89%).

6. Strategic HRM

In the study, the dimension of Strategic HRM was mentioned by 9 experts, with the following three aspects are 1) Integration of HRM and Business Strategy mentioned by 9 experts (100.00%) 2) Human Resource Planning mentioned by 7 experts (77.78%) 3) Talent Management Strategy mentioned by 5 experts (55.56%).

7. HR Information Systems (HRIS)

In this study, the dimension of HR Information Systems (HRIS) was mentioned by 9 experts, with the following three aspects are 1) Functional coverage of HRIS mentioned by 7 experts (77.78%) 2) Data analysis and decision support were mentioned by 5 experts (55.56%) 3) User experience and usability were mentioned by 9 experts (100.00%).

8. Technology integration

In this study, the dimension of Technology Integration was mentioned by 9 experts, with the following three aspects are 1) Integration of HRM with other systems and The driving force of technological innovation were mentioned by 9 experts (100.00%) 2) Application of emerging technologies mentioned by 6 mentions (66.67%).

Step 2 Results of data analysis obtained from experts, to evaluate and improve elements of innovation in human resource management in Chang'an Bank, Xi'an City

The qualification evaluation results of 18 experts in the elements of innovation in human resource management in Chang'an Bank, Xi'an City

Through the analysis and consistency evaluation of the elements of innovation in human resource management in Chang'an Bank, Xi'an City, experts find the median (MDN) and quartile range. (quartile range: IQR). The elements of innovation in human resource management in Chang'an Bank, Xi'an City according to experts' opinions showing the median of some items is 3.50 or above, and the quartile range is 1.50 or below, as follows:

In the aspect of talent acquisition and retention, the median score of optimization of recruitment, talent identification criteria and employee retention strategy is 5, reflecting the respondents' high evaluation and excellent performance on these issues. However, the IQR of employee retention strategy is 0.75, which may indicate that there are some differences or fluctuations in the opinions of the respondents on the implementation or effect of the strategy.

In terms of training and development, the median of construction of training system personalized learning plan and continuous learning culture is still 5, indicating that the respondents still have high evaluation on these three indicators. The IQR of continuous learning culture is 1, indicating that the index has low score consistency, and the evaluation of the respondents on the index fluctuates greatly, with individual differences.

In terms of performance management, the median and IQR of scientificity of performance indicator system, timelines and effectiveness of performance feedback and relationship between performance results and incentive mechanisms are 5 and 0. It indicates that the respondents' evaluation of this indicator is high and agree.

In terms of employee engagement, the mechanisms for employee participation in decision making and employee proposal and feedback system is 5, and IQR is 0. It shows that the scores of these two indicators are high and there is no big fluctuation in opinions. On the contrary, in the smooth communication channels for employees' index, the median is 4 and IQR is 1, which indicates that the index has great room for improvement. Targeted improvement measures and plans should be formulated to promote the sustainable development of the organization and the personal growth of employees.

In the aspect of employee well-Being, job satisfaction survey, attention to employees' mental health and the median of work life balance is 5, which has a high evaluation. However, the IQR of attention to employees' mental health is 1, which indicates that there are great differences in employees' mental health concerns, and more attention should be paid to employees' mental health.

In terms of strategic HRM, integration of HRM and business strategy human resource planning and talent management strategies have high evaluation, and the scores are highly consistent. It shows that the respondents are satisfied with all aspects of human resource management.

In terms of HR information systems (HRIS), functional coverage of HRIS and user experience and ease of use are highly rated and have the same views. The score of data

analysis and decision support is low, and there is room for improvement in this area. We should further improve the recognition of data analysis and decision support to support the management to make more scientific and reasonable decisions.

In terms of technology integration, integration of HRM with other systems, application of emerging technologies and driving forces of technological innovation are highly rated. Application of emerging technologies fluctuates greatly, indicating that more attention should be paid to the application of emerging technologies to improve the overall operational efficiency of the organization.

Conclusion and Discussion

Conclusion

The conclusion of this study the elements have 8 dimensions: Talent Acquisition and Retention, Training Development, Performance Management, Employment Participation, Employee Well Being, Strategic HRM, Human Resource Information System (HRIS) and Technology Integration. From the research results in specific objective 1, it was found that all experts agreed with all 8 dimensions and 24 elements, in order from highest percentage 100% with 11 elements, 88.89% with 5 elements, 77.78% with 4 elements, 66.67% with 2 elements, and lowest percentage 55.56% with 2 elements. From the research results in specific objective 2, it was found that all elements were over 3.5 and the quartile range was below 1.5; Therefore, it shows that all elements of innovation in human resource management in Chang'an Bank, Xi'an City, have appropriateness and consistency.

However, it has 2 items that need to be modified from the suggestion of experts, as follows Integration of Human Resource Management (HRM) and Business Strategy: Ensure close alignment between HRM strategy and business strategy, promote in-depth collaboration between HR and business departments through regular strategic dialogues, covering goal setting, resource allocation, risk assessment, and response measures. Creatively use technology to solve problems or create new opportunities by utilizing artificial intelligence (AI) and automation technology to optimize recruitment processes, employee management, training, and development, for example, using AI algorithms to screen resumes and conduct preliminary interviews, or using automated tools to manage daily administrative tasks such as employee attendance and leave to improve work efficiency and accuracy.

Therefore, elements of innovation in human resource management in Chang'an Bank, Xi'an City in 8 dimensions and 24 elements including 1) talent acquisition and retention 2) training and development 3) performance management 4) employee participation 5) employee goodness 6) strategic HRM 7) human resource information system (HRIS) 8) technology integration have close factors

Discussion

1. Talent Acquisition and Retention

Chang'an Bank, Xi'an City, should expand its recruitment channels and attract more excellent talent through Internet recruitment platforms, social media and university cooperation to attract more outstanding talents. At the same time, establish an accurate talent portrait, clarify the core ability and potential of the required talents, and improve the pertinencies and efficiency of recruitment according to Nguyen & Nguyen (2024). In addition to providing competitive compensation and benefits, Chang'an Bank should also pay attention to the career development planning of employees and provide diversified training and learning opportunities to help employees achieve personal growth and promotion. At the same time, strengthen the construction of corporate culture, create a good working atmosphere, enhance the sense of belonging and loyalty of employees.

2. Training and Development

Training system: establish a sound training system, including new employee induction training, on-the-job skills improvement, leadership training and other levels. The training content should be closely combined with the development needs of the bank and personal career planning, pay attention to practical operation and case analysis, and improve the pertinacity and effectiveness of the training according to Rahman & Akhter (2021). Development path: design a clear career development path for employees, clarify the development channel and promotion standards of each position, and stimulate the work enthusiasm and enterprise of employees. At the same time, it provides cross-department and cross-post learning and communication opportunities to broaden the horizon and knowledge of employees.

3. Performance Management

Performance indicator system: establish a scientific and reasonable performance indicator system, decompose the overall strategic objectives of the bank into various departments and positions, and ensure that the performance target of each employee is consistent with the overall goal of the bank. Performance feedback mechanism: establish a timely and effective performance feedback mechanism, conduct regular performance interviews with employees, understand the problems and difficulties encountered by employees in their work, and provide targeted guidance and support according to Lee & Gooper (2022). At the same time, employees are encouraged to put forward suggestions for the improvement of performance management and constantly optimize the performance management system.

4. Employee Engagement

Staff opinions collection: Regularly collect employees' opinions and suggestions through questionnaires and symposiums, and understand employees' views and demands on bank management, work process, welfare treatment and other aspects.

Employee participation in decision-making: Invite employee representatives to participate in discussion and decision-making in the major decision-making process to enhance their sense of participation and belonging. At the same time, employees are encouraged to put forward innovative ideas and suggestions to contribute wisdom and strength to the development of the bank.

5. Employee Well-being

Perfect welfare system: In addition to the basic salary and welfare, Chang'an Bank should also pay attention to the physical and mental health and family life of employees, and provide rich employee welfare and care measures, such as health examination, children's education support, flexible work system, etc. In according to Patel & Wang (2023).

Mental health concerns: establish a mental health support system for employees, provide psychological counseling services and stress reduction activities, and help employees to relieve work pressure and psychological burden.

6. Strategic HRM

Human resource planning: formulate human resource planning according to the development strategy and business needs of the bank to ensure the balance of supply and demand and reasonable allocation of human resources according to Wong & Li (2024).

Talent echelon construction: pay attention to the training and selection of young cadres with potential and ability and form a reasonable structure and orderly talent team.

7. HR Information Systems (HRIS)

System construction: establish an advanced human resource information system to realize the automation and information of employee information management, recruitment management, training management, performance management and other work.

Data analysis: HRIS is used for data mining and analysis to provide scientific basis and support for human resource decision-making.

8. Technology integration

Technology integration: Apply artificial intelligence, big data, cloud computing and other advanced technologies resource management to improve management efficiency and decision-making level.

Innovative application: Explore the innovative application of new technologies in employee recruitment, training, performance management and other fields, to improve employee experience and satisfaction according to Chen & Lee (2022).

To sum up, Chang'an Bank, Xi'an City in the elements of innovation in human resource management, should fully consider the above 8 dimensions, pay attention to talent acquisition and retention, training and development, performance management and employee participation in the key link, at the same time strengthen strategic human resource management, improve the human resources information system and technology integration

application, to promote the bank human resource management comprehensive upgrade and high quality development.

Recommendations

In this study, Chang'an Bank in Xi'an City is encouraged to strengthen its brand construction to enhance visibility and reputation. Building a strong employer brand will attract high-caliber talent and position the organization as a desirable workplace. By improving the employer image, the bank can draw the attention of qualified professionals who align with its goals and values.

To optimize the recruitment process, it is recommended to leverage big data and artificial intelligence technologies. These tools can significantly enhance the efficiency and accuracy of recruitment by streamlining processes such as resume screening and candidate selection. Additionally, establishing clear and effective criteria for talent identification and selection will ensure that the most suitable candidates are chosen.

A comprehensive and diversified talent retention strategy is essential for maintaining a competitive workforce. This strategy should encompass competitive salaries, comprehensive benefits, clear career development opportunities, and a positive working environment. Together, these elements will help to improve employee satisfaction and reduce turnover.

Personalized training and development programs are crucial for aligning employee growth with organizational goals. It is recommended to create individualized training plans based on employees' roles and career aspirations. Enhancing internal training resources, such as establishing an online learning platform and forming internal instructor teams, will also foster continuous learning. Moreover, job rotation and cross-departmental exchange programs should be implemented to broaden employees' skills and perspectives.

Establishing a fair and transparent performance management system is another key recommendation. This system should ensure credibility and effectiveness by providing timely and constructive feedback to employees. Performance results should be directly linked to salary adjustments and promotions to create a motivating incentive structure. Additionally, mechanisms for regular performance communication should be strengthened to guide employees toward improvement.

Lastly, promoting employee engagement and fostering innovation are vital for organizational success. It is recommended to establish a structured mechanism for gathering employee feedback and suggestions regularly. Encouraging employees to share innovative ideas and participate in decision-making processes will not only enhance their sense of belonging but also contribute to the organization's development.

By adopting these recommendations, Chang'an Bank can enhance its human resource management practices, drive innovation, and achieve sustainable growth in a competitive environment.

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