



Human Resource Management Issues in Private Banking—Taking N Bank as an Example

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Abstract. With the rapid development of China’s economy, the size of China’s high net worth population is large and maintaining high growth, and the total number of high net worth people continues to increase. Private banking has become an integral part of the banking business, and the main needs of HNWI wealth management are becoming more and more diversified, with healthcare, retirement, children’s education and inter-generational wealth transfer becoming major demands. However, existing wealth management services cannot meet the wealth management needs of HNWIs, and private banking wealth management team building and human resource management must be thoroughly optimized. This paper analyses the current situation of the human resources of private banking in N Bank, and proposes constructive suggestions for the talent system of private banking to achieve high-quality improvement of wealth management services, through optimizing the performance assessment index system, regular training, and establishing a scientific and reasonable salary incentive mechanism to improve the quality of the wealth management team and enhance the work initiative and efficiency.

Keywords: Human resource management · private banking · improvement strategies

1 Introduction

According to Hurun Report, there are more than 2 million households with net assets of more than 10 million RMB; 5.01 million “affluent households” with net assets of 6 million RMB; 2.02 million “high net worth households” with net assets of 10 million RMB; and 100 million “high net worth households” with net assets of 100 million RMB. 130,000 “ultra-high net worth households” with RMB 100 million in net assets; 77,000 “ultra-high net worth households” with RMB 100 million in investable assets; and 54,000 “international ultra-high net worth households” with USD 30 million in investable assets. “54,000 households. Private banking, therefore, occupies an important place in N banking [1]. Human resources are considered to be the key organizational resource that contributes to an organization maintaining its effectiveness and value. As far as human resources are concerned, the Indian banking industry is facing stiff competition. In such a competitive business environment, retaining productive employees is a complex task when competitors are trying to attract human resources from other

organizations by offering attractive remuneration and promotion schemes. In order to retain productive employees, it is important to ensure that they receive satisfaction from the human resource practices that are commonly adopted in the organizations concerned [2]. The development of human resources is crucial to the development of an enterprise, and making human resources the first asset and improving the motivation and creativity of employees [3] can help improve the utilization rate of assets and maximize the profit of NB Private Bank, thus greatly enhancing the core competitiveness of NB Private Bank. “However, in the actual operation process, there are still many problems such as human resource planning, staff training and development, performance evaluation and salary management. There are many problems. Therefore, we need to fully understand that in the face of the problems of human resources management in N Bank’s private banking, corresponding innovative means and methods need to be implemented in order to better utilize the advantages of human resources and provide more impetus for the development of private banking business [3].

2 Problems and Causes of Human Resource Management in Private Banking of N Bank

2.1 Introduction to the Theory of Human Resource Management

Human resource management refers to the organizational function of managing all issues related to people in an organization in a planned manner according to the requirements of the development strategy of the enterprise. Through a series of processes such as recruitment, training, use, assessment, motivation and adjustment of employees in the enterprise, the motivation of employees is mobilized and their potential is brought into play to create value for the enterprise and bring benefits to the enterprise. This includes, but is not limited to, the formulation of corporate human resource strategies, staff recruitment and selection, training and development, performance management, compensation management, staff mobility management, staff relations management, staff safety and health management, etc. [4]. Human resource management is an important part of every enterprise, giving full play to the enthusiasm and initiative of the enterprise’s personnel, so that people can make the best use of their talents, in order to better promote the development of the enterprise.

2.2 The Construction of the Private Banking System Needs Further Improvement

In recent years, although N Bank Private Banking has started to attach great importance to the construction of the private banking system, due to the constraints of departments and personnel settings, there is no unified establishment of an independent private banking centre in the branches, and all branches below the second level are attached to the Personal Finance Department, which is not only insufficient professional line staff but also basically part-time. This is not conducive to the development of the private banking business. From the branch level, most of our bank’s wealth managers or account managers are part-time branch lobby managers or low-level counter clerks, and the direction is not clear in terms of the promotion channel for the professional positions of wealth

managers or wealth advisors; from the branch and city bank level, there are currently no clear documents on how wealth advisors can be promoted to higher-level wealth advisors, the number of years of promotion or promotion criteria, and the criteria are not clear.

2.3 Talent Incentive Mechanism Needs to be Further Optimized

As the staff of the private banking line, their professional knowledge and comprehensive service ability are required to be higher, which inevitably requires the staff of this line to continuously strengthen their learning and improve, and pay more compared with the staff of other lines [5]. Moreover, nowadays, as people's living standards are improving, employees' needs for material and monetary resources are also increasing [6]. If N Bank Private Banking is still stuck in the traditional remuneration system, it is difficult for employees to give full play to their initiative and reduce their enthusiasm and enthusiasm for work, resulting in a waste of internal talents or even a loss. The methods for the management of N Bank's private banking positions and special incentives are currently being reworked, but it will still take some time to implement them on the ground and for trial runs. In addition, according to the salary underwriting guidelines in recent years, special assessment items and linked salary resources are continuously and strictly controlled to avoid disorderly climbing and misalignment of incentives, imbalance of incentives and duplication of incentives in departmental lines. But special incentives can play an effective incentive role, and can continue to fight for special incentive resources is the key.

2.4 Wealth Advisors' Comprehensive Service Capabilities Need to be Further Enhanced

N Bank Private Banking attaches importance to the professional knowledge training of its staff, but at present, the training is basically conducted offline a few times a year and online. The training content also needs to be further enriched, and there is a lack of professional knowledge and weak comprehensive service capability among staff. At the branch level, the degree of participation and effectiveness of branch training needs to be improved. With a thousand threads from the top and a needle from the branch, the branch is generally under pressure from a large number of task indicators, and there are many training programs in each line and a single form of training, so it is difficult for branch personnel to ensure the length and effectiveness of training while taking into account daily business operations, and there is no way to consider the implementation of training. For online training, branch personnel mostly focus on completing the required learning hours; for offline centralised training, due to the current situation that branches are generally tightly staffed, it is difficult for branches to spare personnel for offline training in order to cope with the normal operation of the branch, and the professional level of branch marketing staff needs to be strengthened. At the branch level, a branch is generally equipped with only one wealth advisor, generally serving more business outlets, with more daily transactional work, taking up a lot of time, and more part-time other lines of index assessment, it is difficult to find more time for learning and upgrading. At the municipal bank level, wealth advisors, need to have professional knowledge and

skills in several fields, excellent personal qualities, and rich marketing experience. Most of our wealth advisors are currently engaged in retail business for a long time and are relatively familiar with retail business, but their professionalism in public and loan business areas needs to be improved.

3 How to Strengthen Human Resources Management in N Bank's Private Banking

Based on the problems identified, N Bank Private Banking should make improvements in three areas: developing a scientific and reasonable work plan for the team system, establishing a sound and fair talent incentive mechanism, and carrying out comprehensive knowledge diversification training for staff.

3.1 Formulate a Scientific and Reasonable Work Plan for the Team System

Private banking wealth management, as an important part of the financial sector, requires a team of professional talents to provide customized and personalized service solutions for customers using various financial and non-financial tools to meet the various needs of high net worth individuals in wealth management and family inheritance. First of all, the leaders of N Bank Private Bank at all levels of management should strengthen the study of human resources management concepts and theories, establish a correct scientific concept of human resources management, and truly understand the importance of human resources and the strategic significance of human resources management work to the development of the enterprise. Secondly, in accordance with the requirements of the human resources management system, we should build six modules of human resources planning, recruitment and deployment, training and development, performance management, salary and benefits management and labour relations management, to further strengthen personnel planning, rationalize human resources allocation, mobilize employees' enthusiasm and creativity, and maximize the potential of employees, to make the best use of human resources and ensure. The third is to establish the concept of people as the first resource and establish a new concept of talent. Talent is not passively adapt to the requirements of the enterprise or work, but to grow with the enterprise, achieve the enterprise's goals at the same time, achieve the staff's value, form a win-win relationship between the enterprise and the staff, to promote the overall development of the enterprise and sustainable development.

3.2 Establish a Sound and Fair Talent Incentive Mechanism

An effective assessment mechanism can affirm hard-working employees, while a scientific incentive mechanism can strengthen the enthusiasm and enthusiasm of employees' participation in work in an all-round way [7]. Therefore, N-bank private banking should appropriately enrich the effective assessment system, in the case of limited places in the administrative promotion sequence, it can appropriately increase the professional sequence channels and ranks, and appropriately improve the salary and treatment, and adopt the competitive recruitment and assessment method to select on merit, so as to

enhance the sense of the value of each employee; secondly, develop a rich reward mechanism, in addition to material rewards, spiritual rewards are also particularly important to strengthen employees' corporate sense of identity. For unqualified employees, disciplinary action should also be taken, but it should be noted that disciplinary action is not an end in itself, but only a means of motivating employees to work harder. The appraisal items and standards should be scientific, and should try to design the appraisal standards to suit the position, and try to ensure that the appraisal can cover every aspect of the department, which includes the appraisal of the employee's work attitude, such as attendance, work faults, the degree of customer praise for the employee in the service position, complaints, etc. In terms of assessment criteria, in addition to applying the appropriate technical and theoretical standards, quantitative indicator assessments should be established for business volume, business quality, etc. [8].

3.3 Carry Out Diversified Training on Comprehensive Knowledge of Staff

The traditional emotional service model is no longer able to serve clients. What they need is not emotional maintenance, but professional wealth management stewardship. N Bank should conduct regular training on professional knowledge, legal taxation, tea and wine culture, artwork, social etiquette, domestic and international economic situation, etc. At the same time, all private banking line staff must participate in the training rotation to enhance their professional ability. In addition to enhancing their professional skills, the training will also enrich their conversations with clients so that they can open up their conversations with different clients and enhance their overall service capabilities, as well as improve their sense of identity and professional belonging to private banking. It is also necessary to enrich the personal information of the staff and their utilisation rate; therefore, regular motivational activities such as "experience sharing" and "project learning" are organised to give spiritual satisfaction to the best staff.

4 Conclusion

This paper analyzes the current situation of human resource management in N-bank private banking and finds that there are many problems in human resource management in N-bank private banking, mainly in the form of insufficient recruiting ability, unreasonable talent structure and inadequate staff incentive mechanism. These problems have directly or indirectly affected the development of N Bank's private business. In order to solve some of these problems and to improve the performance level of the bank, some suggestions are made to improve the current situation from various perspectives. Of course, as private banking grows, new questions will certainly arise as to whether the training of talent and the improvement of staff motivation systems need to be brought up to date, and how much staff satisfaction with their jobs will affect human resource management [9].

Acknowledgment. I have encountered many difficulties during the writing of my dissertation, and I would like to express my sincere thanks to my professors, teaching assistants and other teachers who have helped me a lot in various areas of expertise and have spent a long time

answering questions and giving me constructive advice, guiding new ideas and revising literature, etc., which has made me treasure the content listed in my dissertation. I would also like to give special thanks to my family and every one of my friends for the support they have given me. May the professors and teachers enjoy good health and good years of peach blossom.

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