

International Journal of Management and Organizational Research

The concept of factors impacting management human resources approach the digital economy of commercial banks

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Article Info

ISSN (online): 2583-6641

Volume: 03

Issue: 03

May-June 2024

Received: 01-04-2024;

Accepted: 03-05-2024

Page No: 59-62

Abstract

The Industrial Revolution 4.0 is strongly promoting the process of transforming the economy from primarily resource-based to an economy based on knowledge resources with the pillars of the internet and digital technology. The digital economy was born to replace the traditional economy. One of the most obvious impacts of the 4.0 Industrial Revolution is the digital banking trend. Developing digital banking is no longer an option, but an inevitable requirement, forcing banks to promote the application of information technology in financial operations and transactions. The purpose of the article is to build a theoretical framework for human resource management research towards the digital economy approach of joint stock commercial banks.

Keywords: Digital banking; Human resource management; digital economy

1. Introduction

In the new context, the banking industry has made many changes in organizational structure, operating methods, risk management, and service provision to adapt to the digital era. Human resource management is no exception. People are always the key factor determining the success or failure of a business. How to change to keep up with the consequences of the development trend of the digital economy is a problem not only for banks, but also training institutions, management agencies and ourselves. workers.

2. The concept of human resource management towards the approach to the digital economy of commercial banks

Human resource management is also known under many different names, human resource management, human resource management, human resource management or human resource management (in this thesis is called human resource management), and there are also many different definitions.

Human resource management has very broad implications. It can be understood that the quality of human resources is the level of satisfaction of employees' ability to work with the work requirements of the organization and ensure that the organization successfully implements the set goals as well as meets the highest needs of employees. More specifically, for each individual human resource manager are the abilities of health, cultural level, expertise, sense of discipline and labor habits... Human resource management is also expressed by qualitative indicators on the status of physical development, education level, professional knowledge, management level, structure of age, gender, moral qualities, behavior and discipline of human resources in general, staff, public servants in particular.

Human resource management is manifested in all aspects: physical strength, intellect, moral qualities, manners and sense of discipline, closely related, in which physical strength is the foundation, the basis for intellectual development, a means to transmit human intelligence into practical activities.

Human resource management is a system of knowledge, principles and scientific methods that have been drawn and tested in practice to perform human management functions, create motivation to promote their activities, link and coordinate human activities, leading and examining human activity. Human resource management is all the activities of an organization to build, develop, utilize, evaluate, preserve and retain a workforce that matches the organization's job requirements both quantitatively and qualitatively.

The object of human resource management is workers as individuals and issues that are relevant to them in the organization such as their jobs and rights.

In essence, human resource management is the management of people within the internal scope of an organization, the treatment of the organization towards employees. Human resource management in enterprises where the main business activities are construction and installation is only a part of human resource management in the organizational system of enterprises in general, although it has some characteristics. In order to perform the management function, managers must know how to flexibly apply management knowledge and methods to suit each employee in each case.

Human resource management can be understood in a broad or narrow sense. In a broad sense, human resource management is: activities that enhance an individual's effective contribution to organizational goals while simultaneously striving to achieve social and personal goals. In a narrow sense, human resource management is: The process of recruiting, selecting, maintaining, developing and creating favorable conditions for human resources in an organization in order to achieve the goals set by that organization. Another concept is that human resource management is the overall coordination of activities of planning, recruiting, selecting, retaining, developing, motivating and creating favorable conditions for human resources through the organization to achieve strategic goals and orient the vision of the organization.

The trend of digital economy development is creating a rapid change in the way of management, administration as well as development of banks. This also has a direct impact on the development trend in human resource management at each bank. Human resource management is now not only about calculating salaries, welfare regimes, recruitment or training, but above all, human resources workers need to identify and retain talents, higher than making human resource development policies for commercial banks.

Today, human resource management software effectively supports human resource management at work such as: recruitment, training, human resource record management, reporting statistics, salary and bonus management, insurance... Save a lot of time as well as costs for the bank.

The software allows updating detailed information about human resources including: Personal information, education, experience... Manage insurance book information, book receipt and return information,... Update information about changes and fluctuations of each employee in the working process (labor contract, working process, reward, discipline, results of periodic employee evaluation, salary increase / decrease...).

3. Factors affecting human resource management in the direction of commercial banks' approach to the digital economy

3.1. Group of factors outside the bank

External factors affect the bank's human resource management, including factors such as: economic environment, legal environment, socio-cultural environment, science and technology environment, competitors, customers.

(1) **Economic environment:** Economic cycles and business cycles greatly affect the bank's human resource management. In the period of economic recession or economic instability, it will directly affect the bank's

human resource policies. Banks must maintain skilled workers on the one hand, and reduce labor costs, reduce working hours, furlough employees or reduce benefits.

- (2) **Legal environment:** The legal environment includes legal documents related to labor and employment issues, this is a legal framework for banks to deal well with the relationship between employees and employers, which is a premise for banks to develop legal standards when forming, consolidation and development of personnel.
- (3) **Socio-cultural environment:** Traditions, customs, habits, rituals, ideological and moral norms... creating a cultural lifestyle and social operating environment of people in general and employees in banks in particular. In a social culture with too many classes, the social value ladder that does not keep up with the development momentum of the times will stifle and not provide talents for the organization. It is the socio-cultural manner that creates the atmosphere of banking culture. The change in cultural values of a country will create challenges for human resource management. If good human resource management will determine the success of the bank and vice versa.
- (4) **Science and Technology Environment:** The advancement of science and technology is an objective factor that strongly affects the human resources of banks, allowing banks to choose policies that employ more or less labor, thereby affecting the size, quality and structure of human resources in banks. We are living in the era of technology - OS with the explosion of Science and technology. To be competitive in the market, Vietnamese banks must improve science and technology, improve equipment. This change strongly affected the bank's manpower. Therefore, commercial banks need to have policies to train and retrain their employees to keep up with the rapid development of modern science and technology.
- (5) **Competitors:** In a market economy, bank administrators not only compete on the bank's products and services but also on personnel. To survive and develop, there is no other way than effective human resource management. Human resources are the most valuable resource, so commercial banks must take care of preserving, maintaining and developing. To accomplish this, commercial banks must have reasonable human resource policies, know how to lead, motivate and reward reasonably to create a cohesive atmosphere in the bank. In addition, banks must have a salary regime sufficient to keep employees working with them, improve the working environment and improve welfare. If the bank does not implement the human resource policy well, competitors will take advantage to attract qualified people, the bank will gradually lose talent. Employee departures are not merely a matter of pay, but a combination of many issues.
- (6) **Customers:** Customers are the target of every commercial bank. The management of the bank must ensure that its staff has good relations with customers, satisfying customers to ensure sales, profit and market share for the bank. At the same time, we must make our employees understand that without customers there is no bank and they no longer have the opportunity to work. In order for employees to be aware of that, the task of managers at bank branches in particular and of the whole banking system in general is to know how to manage

human resources effectively. So customers are at the heart of all business activities and managing employees to satisfy customers is not easy.

In short, the above external factors have a great influence on the human resource management of the bank. After analyzing and researching factors outside the bank to set its operational goals, from this goal will set business strategies for the bank in general and human resource management in particular.

3.2. Group of factors inside the bank

These are internal factors within the bank including: The bank's mission and goals, the bank's policies and strategies, the bank's culture, the bank's staff, and administrators. Bank.

- (1) **Mission and goals of the bank:** Each commercial bank has its own mission and goals. The bank's mission or goal is an internal factor that affects specialized departments such as credit, transactions, treasury, payment, internal control, marketing and human resource management. In fact, each department and department of the bank has its own goals and they are set based on the bank's overall mission and goals. For banks whose purpose is to take risks, they will attract highly qualified human resources. Therefore, banks need a good working environment to nurture and motivate employees to promote initiative. Banks must focus on training officers and employees with high professional expertise and skills and must have appropriate salary and welfare policies to maintain and motivate employees. Employees promote their highest initiatives and contribute to the bank. On the contrary, banks with less risky business strategies are less likely to attract capable and creative workers.
- (2) **Bank policies and strategies:** A bank's policies often focus on solving human resource issues. These policies have a great influence on the work handling activities of management levels. Today, when entering a market economy under state management, most commercial banks have an "open door" policy that allows subordinates to directly report problems to senior levels. It's worse if it's not resolved by your direct management level. That makes direct management levels try to solve the problems of their management level. Thus, the policy is a guiding principle and has a great influence on the bank's human resource management. On the other hand, the bank's business strategy is the deciding factor in the success or failure of the bank's business activities. Good implementation of business strategies proves that human resource management is carried out effectively. Furthermore, based on the proposed business strategy, management levels determine the need to train and foster professional knowledge for human resources departments to meet job requirements.
- (3) **Banking culture:** banking culture is a system of values, beliefs and habits shared within the bank, influencing the formal structure to create behavioral standards. In other words, it includes factors such as business philosophy and ethics, traditions, customs, habits, psychology and solidarity and mutual help among employees in the bank... Elements This factor greatly affects the quality of human resources because they create spiritual strength through the formation of a humane cultural environment of the bank.
- (4) **The bank's staff:** In the bank, each employee is a

separate world, they are different in management capacity, aspirations, interests...so they have different different needs and desires. Human resource management must carefully study this issue to come up with the most appropriate management measures. Furthermore, along with the development of Science and Technology, the qualifications of workers are also improved and their cognitive abilities are also better. This affects their perspective on work, it also changes their requirements, satisfaction, job satisfaction and rewards. Therefore, the task of human resource management is to understand these changes so that employees feel satisfied, satisfied, and attached to the bank because of the bank's success in the secondary market. depends greatly on people in many different aspects.

- (5) **Bank administrator:** The administrator is responsible for setting policies and directions for the development of the bank. This requires managers, in addition to their professional qualifications, to have foresight and vision to be able to provide appropriate directions for the bank. Reality in life is always changing, administrators must constantly pay attention to creating an intimate and open atmosphere in the bank, must make employees always proud of their bank, have the spirit of responsibility for your work. In addition, the administrator must also know how to skillfully combine the two sides of the bank, on the one hand it is a profit-making organization and on the other hand it is a community that ensures the lives of officers and employees in the bank. Administrators must collect and process information objectively to avoid unjust situations that cause confusion and hatred within the bank. Administrators act as a means of satisfying the needs and desires of officials and employees. To do these things requires bank administrators to research and master human resource management because human resource management helps administrators learn how to approach employees and listen to their opinions., find common ground with them.
- (6) **Trade union:** Is a force within the bank established to protect the interests of the bank's officers and employees and is also a factor that influences management decisions, including make decisions about human resources and take care of the material and spiritual lives of workers.

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