A STUDY ON THE MANAGEMENT OF THE NEW GENERATION OF STAFF TURNOVER IN STATE-OWNED COMMERCIAL BANKS: A CASE STUDY OF X BANK *

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Abstract

After China's financial industry having entered into rapid development with China's accession to the WTO, joint-stock commercial banks have also risen in various places, and the number of branches established by foreign banks in China has gradually increased, showing that they were once monopolized as China's financial industry continues to reform and develop. The status of the four state-owned joint-stock commercial banks has been shaken. Foreign banks and joint-stock commercial banks have their own strategies in order to attract the new generation of employees who are the core force of enterprise development. However, the issue of the new generation of employees leaving in state-owned commercial banks has not been taken seriously.

The concept of the new generation of employees is very broad and belongs to the definition of a group. No matter how Chinese and foreign scholars define this group, this group is already the core force of enterprise development today. They have several characteristics that are different from those born in the old generation, such as more independent thinking and pursuit of democratization. The learning ability is very strong; the level of education is higher; the innovation ability is stronger; and so on.

However, the new generation of employees has a major problem that cannot be ignored in the banking industry, and that is "resignation." The business scope of state-owned commercial banks accounts for a very large proportion of the economic field, which is the foundation of a country's financial system. The phenomenon of the loss of the core force for development will obviously have a huge impact on the stable operation of state-owned commercial banks and is not conducive to state-owned commercial banks. The continuous improvement of commercial banks' operating capabilities will also have a negative impact on multi-charging.

This paper will focus on the definition and characteristics of the new generation of employees, using Bank X as an example, the current development of Bank X and the current development of the new generation of Bank X employees, and the negative impact of the new generation of Bank X employees after their departure. A comprehensive analysis of the reasons for their resignation was conducted, and on this basis, the countermeasures were put forward to reduce the turnover rate of the new generation of employees in state-owned commercial banks, hoping to provide a proper resignation management plan, so that Bank X can proceed from its own reality and strengthen the state-owned company. The commercial bank management and construction adopt corresponding strategies to reduce the turnover rate of the new generation of employees and stabilize the countermeasures of talent team building.

* Received: May 10, 2021; Revised: October 20, 2021; Accepted: December 31, 2021

Keywords: State-owned Commercial Banks; The New Generation of Employees; Leave Management

Introduction

The new generation group is an alienated group that has never previously existed. This group was born under the historical background of rapid changes of the country. The "only child policy", "restoration of the college entrance examination (CEE) system after the Cultural Revolution", "college enrollment expansion system", "rapid development of market economy", as well as the continuous shocks and fusion of various cultures or subcultures have all pushed this group towards group characteristics different from any other time in history (Chen, 2016). It is also for this reason that this group becomes more thoughtful, more aspirant to value and self-realization.

Bank X is one of the four major state-owned commercial banks in China. Although there is no shortage of new hires, the career choice ideas of new generation employees are affected, for other private banks and foreign banks have been growing in China in recent years, and the upward pressure of non-performing loans also continues to rise in recent years, including the emergence of some new forces in Internet finance, for example, the rise of e-commerce.

For instance, for a given state-owned commercial bank, a total of 351 new generation employees had left their jobs from 2013 to 2017. On the other hand, its retention rate of new generation employees was also lower than that of the peers. According to an internal survey within the organization, more than 50% of the new generation employees felt repulsive or disgusted with the internal management system or business mechanism of the organization, and a considerable number of people thought of leaving the company.

From here, we can see that problems such as job-hopping trend, the inadequacy of management mechanism and chaotic career planning will lead to turnover intention among new generation employees, which exerts an impact to be reckoned with on the stability and development of the organization. Therefore, for studies on the turnover intention among new generation employees, how to stabilize the organization, how to stabilize "impetuous" new generation employees, and how to reduce the turnover intention among new generation employees have become problems confronting the major business organizations today.

By far, the academic circles haven't reached a systematic and explicit understanding and yardstick on the importance and necessity of the turnover of new generation employees in state-owned commercial banks, which also makes state-owned commercial banks unable to fully exert their due value and effect under the social reality of turnover of new generation employees.

In light of the above reasons, in this project, by taking Bank X as an example, we analyze the reasons and problems existing in the turnover of new generation employees in current state-owned commercial banks, finds out the specific reasons for the current turnover of new generation employees in Bank X and presents constructive suggestions in view of these problems and reasons.

Materials and Methods

Definition of New Generation Employees

In the society today, there is an emerging working group- new generation employees. No consensus has been reached on the understanding of this group at home and abroad. The academic circles classify laborers according to the time of birth or time of starting to work, and call this group "Generation Y", "Millennials" or "Net Generation".

In foreign studies, relevant research is categorized by age. In a related work, Ji (2016). defined Generation Y as people born between 1980 and 2000. Li et al. (2016) classified labor into three types: "Boomers (born 1946-1964)", "GenX'ers (born 1065-1981)" and "Generation Y", into four structures, "Generation Y" refers to people born between 1982 and 1999, with a span of 17 years. In studies at home, Liu (2014) called those born after the 1980s, growing up together with the knowledge economy and information age, who were aged between 20 and 35 and had just entered the workplace, the new generation. Scholars represented by Peng and Guo (2015) came up with two criteria for new generation employees, one being born after 1980, and the other being the principal force in the workplace. In our study, the new generation employees are defined by the time of birth, which generally refer to young employees below the age of 35, that is, workers born after the 1985s and 1990s.

This paper mainly takes the employee turnover models created by the following three scholars as the footholds:

Mark-Simon model is called the "participants' decision" model, which mainly revolves around the rationality and ease for employees to leave the enterprise (Tan et al., 2018). This model is composed of two models. From the perspectives of employee and enterprise, one is on the rationality for employees to leave the enterprise (as shown in Fig. 2-2) and the other on about the ease for employees to leave the enterprise

(as shown in Fig. 2-3).

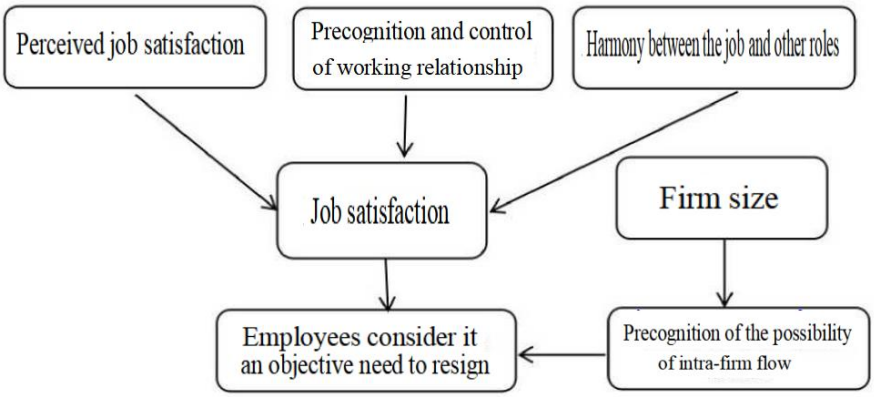

Fig. 2-2 Model on the Rationality of Employee Turnover

Employees' satisfaction with their jobs and the possibility of inter-firm mobility are important determinants in them. There is some correlation among job satisfaction, job competence and control of working relationship. The level of remuneration, the leadership style of managers, job involvement, educational background and promotion determine whether or not an employee can achieve his or her self-worth.

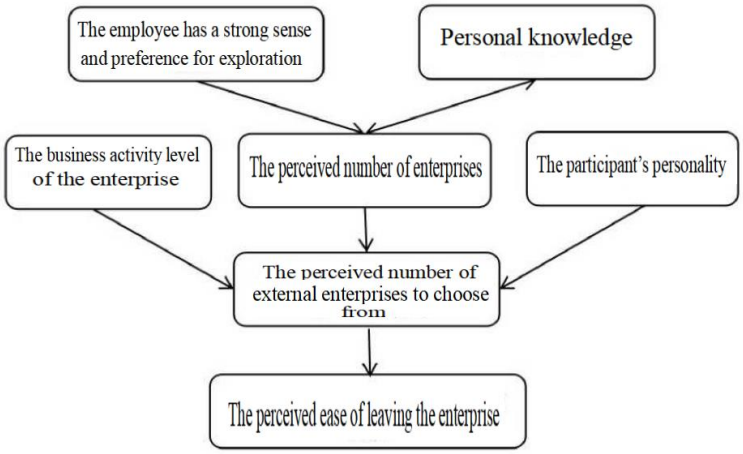

Fig. 2-3 Model on the Ease of Employee Turnover

From the angle of employees, the decisive factors of the ease of turnover include the number of external enterprises to choose from, the employees' personality, the availability of positions that employees are competent for and the willingness to take the positions, etc (Xu, 2012). Laying stress on the psychology and behavior of employee turnover, this paper will examine factors underlying the turnover of new generation employees, by taking job satisfaction and job opportunity as important considerations.

In view of the different labor markets corresponding to different types of labor, a theoretical model for employee turnover selection is set up. What is introduced here is the extended Mobley model (Zhao, 2016). The constructor of the extended Mobley model combines multiple variables of personnel by using graphical method, in the hope of capturing all kinds of influence factors of employee turnover as comprehensively as possible. This model is determined by four factors during the process from the occurrence of turnover intention to real departure from the enterprise, the first is the expected return of other internal positions, the second is job satisfaction, the third is the expected return of external enterprises, and the fourth is non-work values and non-work roles of the employee. This model is an intermediate linkage model, as shown in Fig. 2-4.

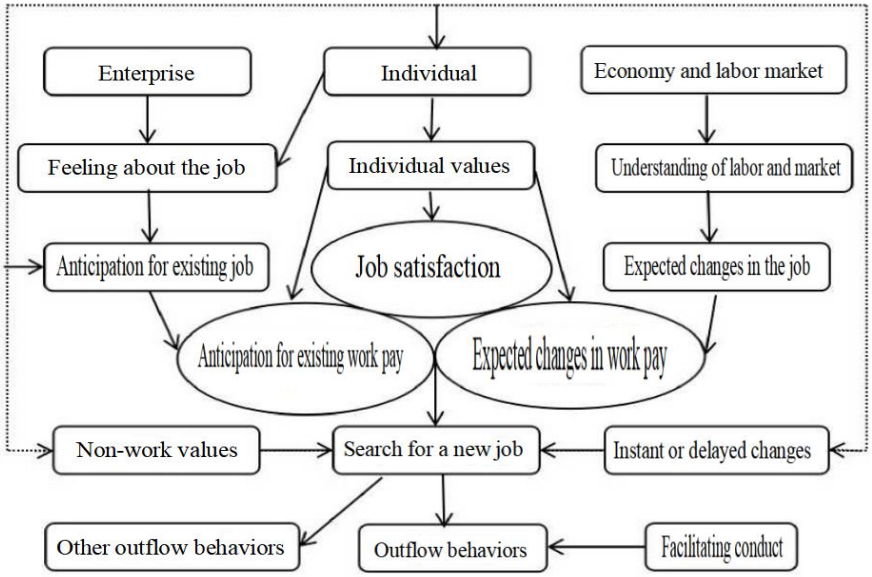

Fig. 2-4 Extended Mobley Model

This model explicitly points out that the employee's turnover intention alone is the variable that leads to employee turnover. In this paper, while studying how new generation employees make a choice between leaving or remaining in Bank X, we take employees' individual choice as an inducement, extends it to a process of ongoing comparison between extended psychological intention and demission behavior and analyzes a series of related links from inducement to turnover.

The Price-Mueller model is a model revised from the Price-Mueller model, on the basis of the research findings in key fields of multiple disciplines (as shown in Fig. 2-5) (Zhao and Liu, 2018). Its core theory is found upon a series of hypotheses, such as the employees enter an enterprise with certain expectations, the relationship between employees and enterprise is interchange. The Price-Mueller model includes four types of variables involving turnover, the first is environmental variables (kinship responsibility and opportunity), the second is individual variables (training mechanism, job involvement and subjective emptions at work), the third is structured variables (job monotony, social support, job stress, distribution fairness, work autonomy, promotion opportunities) and the fourth is process variables (job-seeking behavior, job satisfaction, organizational commitment and turnover intention).

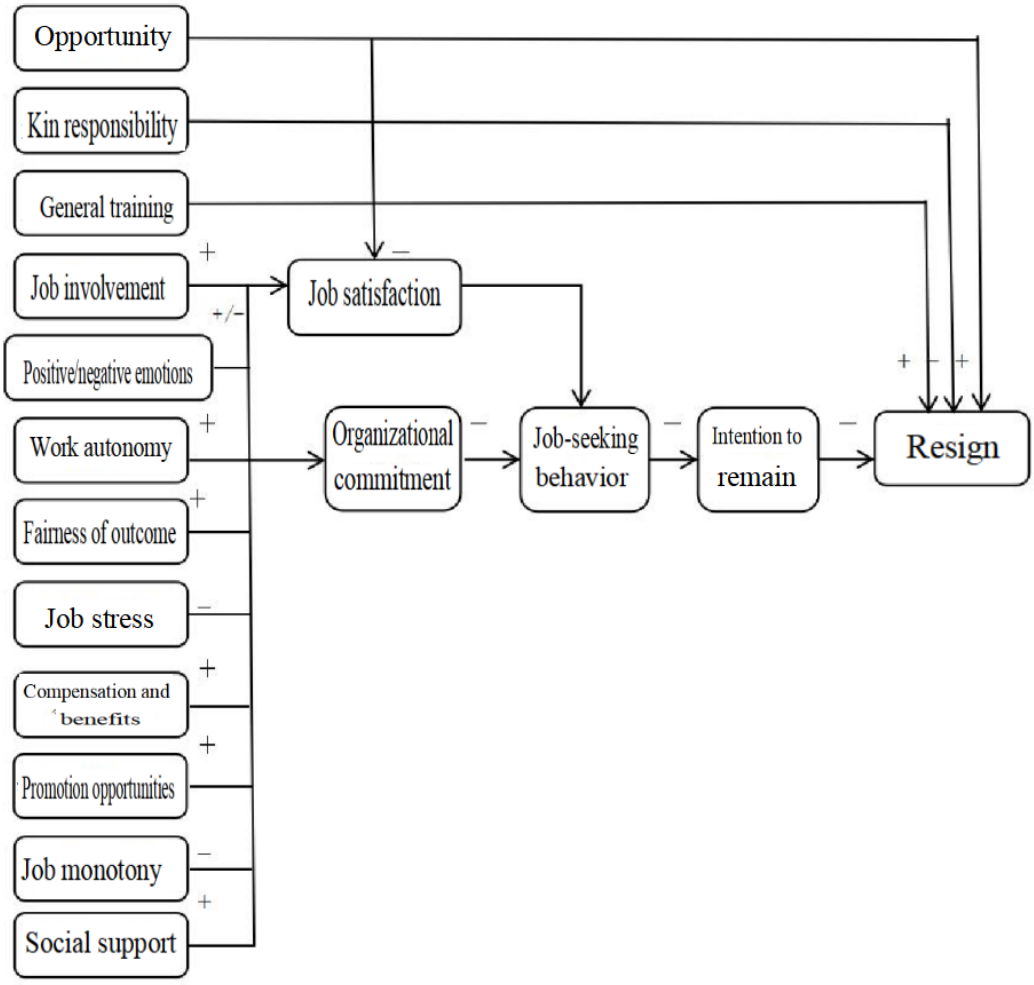

Fig. 2-5 Price-Mueller Model

When analyzing the psychological process of employee turnover, the Price-Mueller model shows strong predictive power. The analysis scope includes the relationship between

multiple variables and turnover intention, which is of important significance and applicability for the setup of an early warning model for the turnover of new generation employees.

In this study, questionnaire and interview design are taken as the main methods to obtain data:

(1) Questionnaire design: there are many factors underlying the turnover of new generation employees. In an effort to investigate the turnover of new generation employees in Bank X more accurately, and analyze the signs of the turnover of new generation employees, the author designs a questionnaire based on the Price-Mueller model and a turnover intention scale and carried out a questionnaire survey with all employees on active duty throughout Bank X as the respondents, by using "a questionnaire on the turnover intention of employees". This questionnaire consists of five parts: firstly, personal profile; secondly, the employees' feeling about their own work; thirdly, the employees' views on corporate culture; fourthly, the employees' opinions on compensation and benefits, training system and development space, and fifthly, turnover intention.

(2) Interview design: to understand all of the factors that affect the turnover of employees in Bank X in a more comprehensive and accurate way, the author designs an interview outline according to the years of working, position and nature of work of the employees, carries out one-on-one interviews through telephone, interview and social platform, etc. and records the interview results. The influence factors of turnover are sorted out according to the interview results. The interview is approached from three aspects: individual factors, internal factors and external factors. The ultimate goal of the interview is to provide reference for the establishment of a questionnaire on the turnover intention of new generation employees in Bank X and the influence factors of turnover intention.

Results and Discussion

According to the questionnaire survey, the main motivation for the employees of Bank X to leave their jobs is shown in Fig. 4-1.

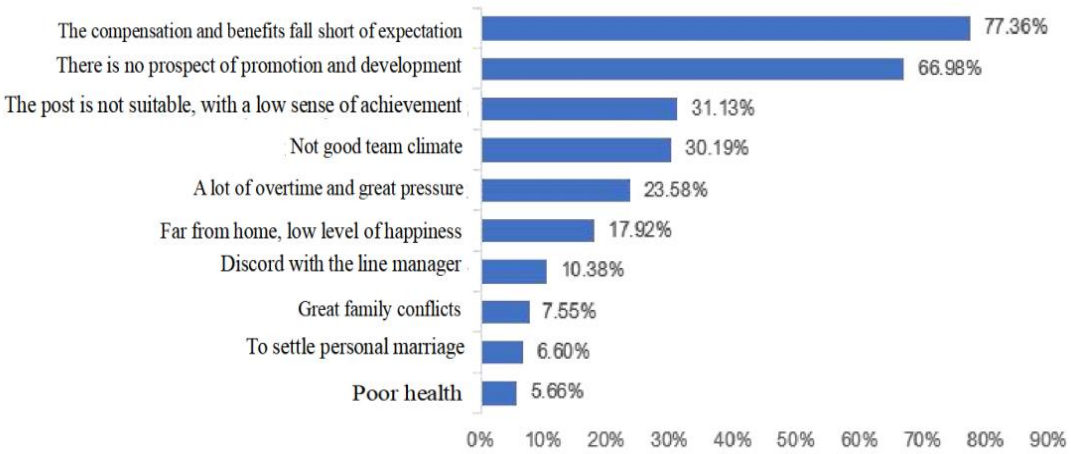

Fig. 4-1 Main Motivations for Employees to Resign

Based on the turnover factor results in the foregoing literature review, it is concluded that the factors underlying the turnover of new generation employees in this study mainly include individual reasons, job satisfaction, compensation and benefits, job stress, individual

vision, team climate and recruitment of external positions, etc. The statistics of turnover factors are shown in Table 4-3.

Table 4-3 Influence Factors of Turnover

Turnover Factor	The Number of Affected People Leaving the Company	Total Number of Respondents	Estamiated Percentage
To settle marriage	4	45	1.76%
Great family conflicts	9	45	3.96%
Poor health	4	45	L76%
The compensation and benefits fall short of expectation	35	45	15.42%
It is hard to convert to a permanent worker because of the high appraisal indicators	24	45	10.57%
There is no prospect of promotion and development	29	45	12.78%
The work is boring and monotonous	16	45	7.05%
The company is far from home	19	45	37%
Heavy task and great pressure	22	45	9.69%
Not good team climate	11	45	4.85%
The post is not suitable, with a low sense of achievement	15	45	6.61%
An interbank has settled down in Bank X	22	45	9.69%
Admitted to an administrative institution through examination	15	45	6.61%
To pursue further studies	2	45	0.88%

From the above results of interview and questionnaire it can be concluded that the turnover of employees in Bank X is affected by the following three factors:

(1) Individual factors affecting the turnover of new generation employees: First of all, the compensation and benefits fall short of expectation. Secondly, there are impacts from the environmental, such as the family, commuting and accommodation. Thirdly, the recognition of corporate culture is low.

(2) Internal factors affecting the turnover of new generation employees: Firstly, the compensation and benefit system is unreasonable. Secondly, the recruitment system is imperfect. Thirdly, the management system is not sound.

(3) External factors affecting the turnover of new generation employees : Firstly, the development of the labor market. Secondly, job opportunities in the financial sector have grown. Thirdly, the kinship responsibility is taken seriously.

To sum up, Bank X needs to carry out management over the turnover intention of new generation employees.

A regression analysis is conducted on the employees' turnover intention. A regression model is built, with job stress, individual development, kinship responsibility, job satisfaction, communication with leaders, recognition of corporate culture, rationality of salary assessment, fairness of salary assessment, satisfaction with the recruitment system, business prospect and

trade union activities as the independent variables, with turnover intention as the dependent variable, as shown in Table 5-1.

Table 5-1 Regression Model of Dependent Variables of Turnover

Model	Unnormalized Coefficient		Normalized Coefficient	Collinearity Statistics	
	B	Standard Error	Beta	Tolerance	VIF
(Constant)	0.272	0.236			
Job satisfaction	0.258	0.115	0.237	0.307	3.255
Job stress	-0.14	0.083	-0.147	0.447	2.236
Kinship responsibility	-0.086	0.055	-0.115	0.646	1.547
Individual development	0.304	0.069	0.376	0.464	2.156
Recognition of corporate culture	0.189	0.091	0.157	0.594	1.684
Communication with leaders	0.033	0.102	0.025	0.571	1.753
Rationality of salary assessment	0.104	0.074	0.111	0.544	1.839
Fairness of salary assessment	-0.01	0.091	-0.011	0.368	2.721
Satisfaction with the recruitment system	0.139	0.117	0.142	0.242	4.138
Business prospect	0.228	0.093	0.221	0.417	2.399
Trade union activities	-0.025	0.09	-0.024	0.452	2.212

R^2=0.185, adjusted it as R^2=0.176, F=20. 201, $p<0.01$
Dependent variable: turnover intention

There can be multidisciplinary of variables in the test model. In other words, due to the high correlation or precise correlation between the explanatory variables, the accuracy of the model is affected, and distortion or deviation occurs. Based on an SPSS analysis, we can learn that the value of the maximum variance inflation factor (VIF) is 4.138, which is consistent with the standard of 0-10. There is no such problem as collinearity.

As can be seen from the coefficient table, the regression coefficients of job satisfaction, individual development, recognition of corporate culture and business prospect pass the significance test and are distinctly different from zero (Sig<0.05), which indicates that job satisfaction, individual development, recognition of corporate culture and business prospect can significantly positively predict turnover intention.

Accordingly, the regression equation between employees' turnover intention and the influence factors can be summarized as: the employees' turnover intention=0.376*individual development+ 0.237* job satisfaction +0.157* recognition of corporate culture +0.221*business prospect

In the end, an indicator system for the turnover intention of new generation employees in Bank X is set up. The indicators involved and weight distribution are shown in Table 5-2:

Table 5-2 Indicators of the Turnover Intention of New Generation Employees in Bank X

Indicators	Weight
Individual development	0.376
Job satisfaction	0.237
Recognition of corporate culture	0.157
Business prospect	0.221

Establishment of Prevention Grades for Bank X

In the process of the determination of prevention grades, five prevention grades (from low to high) are identified based on previous years' data of employee turnover in Bank X, combined with consultation with relevant specialists. The detailed grading is dwelled on in Table 5-3:

Table 5-3 Prevention Grades

Grade	Corresponding Score
Normal	yW1
Low-risk	1yW2
Higher-risk	2VyW3
High-risk	3VyW4
Very high-risk	4VyW5

Through the classification of five grades, y represents the employees' turnover intention. When the turnover intention score is greater than 1, it is necessary to take precautions against relevant employees. Different scores stand for different grades and the degrees of prevention.

When new generation employees show intentions to leave, the prevention team should be poised for action, fully monitor the implementation process, track and feed back the results of action. The activity of proposing corrective suggestions is the so-called feedback and correction.

Conclusion

According to the above analysis, we actively seek feasible, scientific and effective solutions for Bank X, and come up with corresponding countermeasures. The root cause to consider when solving the problem is the characteristics of new generation employees. It is on this basis that the turnover problem is analyzed and solved.

First of all, since new generation employees is the principal force of corporate development, their departure will exert a negative impact on the human resources management of Bank X in every way. For this reason, to ensure the effective implementation of turnover intention policy, it is necessary to establish specialized turnover intention team.

Secondly, from individual new generation employees, they are more "economy-conscious" than old generation employees, attach importance to interests, pursue democracy and value career development, so Bank X should make appropriate changes in its promotion system, make the management system more democratic, and emphasize satisfying employees' sense of accomplishment.

Thirdly, the learning ability and innovation awareness of new generation employees are stronger than those of old generation employees. Perfecting employee training and encouraging their individual learning can better satisfy the features of new generation employees who attach importance to individual development, and also better enhance the working ability and promote the working enthusiasm of new generation employees.

Finally, from the perspective that new generation employees pursue the balance between life and work, but have poor mental resistance to outside forces, it is imperative to adjust the individual welfare system for employees flexibly as appropriate and pay attention to improving the group cohesion. The working philosophy of alternating work with rest is more in line with the characteristics of new generation employees.

Scientific and effective solutions. Only by bringing up corresponding countermeasures in view of the characteristics of new generation employees can the devotion and pay-off for new generation employees be improved, and the dissatisfaction and disappointment of new generation employees with Bank X be solved. Only in this way can the value conflict inside new generation employees be solved, the employees' sense of affiliation to Bank X be enhanced and the turnover management of new generation employees in Bank X be handled properly.

Acknowledgment

It is a great honor to receive guidance from Dr. Yang Shucheng. With a rigorous and patient attitude, he has offered me a lot of help and guidance during the whole research and writing of this paper, with his expertise. Here, I would like to express my heartfelt thanks to Dr. Yang Shucheng, my supervisor. At the same time, I am also deeply indebted to the help of my classmates and the support of my family in the completion of this paper.

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