

# Development of Human Resource Management in Off-Campus Educational Institutions in the Context of COVID-19: Take an off-campus educational institution in Beijing as an example

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**Abstract.** In recent years, due to the increasing demand for education by parents and students, a large number of off-campus education and training institutions have been created, and a large number of people have also been attracted to join the industry. The rapid development of this industry has created tens of millions of employment opportunities, but due to the short development time of the industry, there is a lack of a reasonable personnel management system. In the wake of the COVID-19 outbreak in 2020, many industries have been hit. In the off-campus education and training industry, due to improper personnel management and communication, a large number of personnel were lost. This article will take an off-campus educational institution in Beijing as an example to study the company's human resource management methods and policies in the "post-epidemic era", and find out the problems and solve them. The study found that such enterprises currently do not pay enough attention to grass-roots employees, lack of respect, inadequate communication, perfunctory manpower adjustment policies, and inadequate incentives for personnel, and put forward corresponding solutions according to each type of problem.

**Keywords:** Off-campus education; post-epidemic era; human resource management.

## 1. Introduction

In recent years, because globalization has become an objective trend of world development, it has profoundly affected various fields of society such as politics, economy, and education [1]. Lifelong education has become a development trend all over the world. In China, under the educational background of exam-oriented education, students' learning pressure is increasing, and families' demand for education is increasing. On the basis of on-campus learning, a large number of students and parents turn their attention to off-campus subject training institutions, which leads to Due to the vigorous development of such institutions, they have become an inseparable part of the Chinese education system, which passively involves more families. No matter what their children's grades are, parents try their best to send their children to training classes. This "involution" learning state has gradually become the norm in the field of education.

This problem has not yet been solved, and we encountered the outbreak of COVID-19 at the end of 2019. Due to the impact of COVID-19, schools and other crowded places cannot teach normally, and online teaching has become the only choice for teachers and students [2], a large number of offline education Institutions stopped offline teaching, and their revenue was greatly affected. In order to maintain the survival of enterprises, a large area of Carve up a lot of living space. At the same time, in 2020, the Chinese government issued a policy to restrict off-campus educational institutions, resulting in a sharp drop of 70% in the number of employees of off-campus educational institutions in the three years from 2020 to 2022. In the context of the epidemic and policies, most small and medium-sized off-campus institutions have been disbanded, and large off-campus institutions have "broken their arms to survive". However, blind layoffs and cuts in wages and benefits cannot fundamentally solve the problem. to change, which has led to the disintegration of many institutions. In the context of such a "post-epidemic era", this article will conduct research on an off-campus training institution in Beijing, explore the possible direction of human resource management and development for off-campus institutions in the future, and find a suitable path for off-campus institutions.

## 2. Main body

### 2.1 Case description

Syndicate A is the largest comprehensive education Syndicate in China, Syndicate A is also an education and training Syndicate. The company's business includes foreign language training, primary and secondary education, pre-school education, online education, overseas consulting, book publishing and other fields. The company was listed on the New York Stock Exchange in 2006 and is the first educational institution in mainland China to be listed in the United States. As a famous private education institution in China, Syndicate A was successfully listed on the New York Stock Exchange on September 7, 2006[3]. As a leading enterprise in the education industry in China, Syndicate A has a high market share, especially in education from elementary school to high school (hereinafter referred to as K12 education). Therefore, under the rapid development of K12 education in recent years, Syndicate A is also developing rapidly until the outbreak of COVID-19 in 2020.

COVID-19 has caused the government to prohibit mass gatherings of people, and the education industry happens to be the hardest hit area, so in this epidemic, Syndicate A has also been greatly affected. The first is the conversion of offline courses to online courses. The conversion of the course format will naturally affect the efficiency of the classroom, cause dissatisfaction among parents, and eventually lead to a reduction in the number of classes. Some teachers are still employed but have no classes to attend. Secondly, the lease period of offline venues has not ended, and a large number of classrooms are idle but still have to pay rent, which affects the company's receivables. Finally, in order to cope with the online course, a lot of manpower and material resources were spent to develop the program of the online course. These three points have led to a substantial increase in costs. In order to ensure a balance of revenue and expenditure, in addition to canceling the renewal of offline venues, Syndicate A also chose to lay off staff and make internal adjustments to improve costs. Although it reduced losses, it also led to employees' loss of money. Dissatisfaction exposed the problems of Syndicate A in human resource management. An educational institution is a special type of service institution because it integrates the activities of teachers, parents, and students. Every institution requires effective management in order for it to successfully achieve its goals [4]. Therefore, educational institutions need to think separately about human resource management. Although there are certain commonalities, they are also different from other service-oriented organizations and need to be adjusted appropriately. Next, we will analyze some of the adjustments made in the K12 sector of Syndicate A, and find out the problems and improvement methods.

### 2.2 Analysis on the problems

In view of the above problems, this section analyzes them from three aspects.

#### 2.2.1 Does not pay attention to the personnel within the group and communicates poorly

The first problem is that when Syndicate A encounters such emergencies, it does not pay attention to the personnel in Syndicate, and the communication is not in place. First of all, due to the service nature of education and training institutions, the communication with customers, that is, parents and students, is the responsibility of the classroom teachers. When the COVID-19 outbreak just started, the work of the K12 section did not stop, but due to the information within Syndicate Due to the problem of transmission, many information about curriculum adjustment cannot be conveyed to parents at the first time, and the negative information caused by information lag is all accepted by teachers. This makes teachers still receiving complaints and even abuse from parents and students while they are in class. When the front-line staff are under great psychological pressure, the grass-roots managers and the managers of the human resources department have no corresponding solutions, and at the same time, they have not given enough psychological counseling to the front-line staff, and even lead to teachers being instructed by teachers during this period of time. Internally, because of excessive psychological pressure leading to self-doubt, and eventually quit. While affecting the

development of the company's work, it also laid the groundwork for the problems encountered in the subsequent personnel adjustment process.

The most important thing in the 21st century is talent, and enterprises should establish a good human feedback mechanism. In this part of the case, Syndicate A, as a large enterprise, has a good job content training system for employees, but it does not pay enough attention outside work. eventually caused the problem. At the same time, another problem was exposed, that is, the management ability of managers is insufficient, and they do not know how to communicate in a timely manner. Managers should actively communicate with employees, encourage employees to express more opinions, consider issues from the perspective of employees, listen to and collect employees' ideas and opinions, and give employees more respect. In this way, employees can be encouraged, to exert their subjective initiative, generate organizational citizenship behavior, and improve employee satisfaction, work enthusiasm and loyalty, reduce turnover rate, and ultimately improve the overall competitiveness of the organization [5]. In educational institutions, many grass-roots managers are promoted from front-line teachers. While they are in charge of department management, they also need to be responsible for the preparation and teaching of their own classes, which will greatly affect the speed and effect of dealing with problems when they encounter problems.

### **2.2.2 Salary incentive mechanism setting problems**

First of all, in the post-epidemic era, although epidemic prevention and control has become the norm, society has begun to resume work and production. However, due to the frequent and repeated epidemics, offline courses may be converted to online courses at any time. At the same time, combined with the teaching venues withdrawn during the epidemic and the lost students, the retention of teachers in the K12 sector of Syndicate A is far greater than the demand for teachers. At the same time as the reduction of courses, the demand for personnel for consultation, customer service, and maintenance of teaching venues has also been greatly reduced. Syndicate A's response plan is:

(1) Carry out a large number of layoffs according to the performance evaluation of personnel

(2) Encourage employees to adjust internally and adjust to work in other departments (employee income will be much lower)

Although it is relatively reasonable in terms of policy formulation, due to the lack of reasonable arrangements for the implementation process, the lack of communication, and the lack of attention to the adjusted employees and the lack of incentive plans, many problems have arisen in the process of implementing the policy, and also in the public opinion. had a negative impact. In the process of personnel adjustment and layoffs, there is no professional human resources department to communicate, but the grass-roots managers to inform. At the same time, due to the fact that there are still courses in the process of implementing the policy, the grass-roots managers have insufficient time, and some personnel have not been notified in time, resulting in information lag. In addition, the salary changes adjusted by the department are not synchronized with the employees in time, and the employees are only allowed to choose to stay. Most of the retained employees have a strong sense of belonging to the company, but in the face of these old employees who choose to stay and continue to work, Syndicate A not only has no incentives, but also has not reminded the salary reduction, which once again caused brain drain.

### **2.2.3 Personnel management system issues**

In addition to this, Syndicate A does not pay attention to such important matters as layoffs and large-scale personnel adjustments, which is also a major problem found in this case. Although there will be a shortage of personnel in the human resources department, the human resources department can also issue a unified notice, and then gradually deal with it. The handling of Syndicate A this time not only caused the information to be out of sync, but also made the front-line employees not feel the attention of the Syndicate. In employee communication and personnel motivation are not in place.

## **2.3 Suggestions**

From the case of Syndicate A this time, this paper makes the following suggestions.

First of all, because the management of grass-roots teachers in educational institutions, in addition to business management, also serves as the "teaching and research team leader", so it is difficult to recruit from the outside, more internal promotion and introduction from other educational institutions, the number of personnel is relatively limited. Therefore, in this part of the management work, enterprises should:

(1) Establish a complete training process

First of all, it is necessary to organize unified training when initially selecting new managers. The training content needs to include employee management, staffing management, basic psychological counseling, and basic enterprise management capabilities. It is necessary to arrange experienced senior managers or managers of the human resources department to conduct professional training and case sharing, so as to be familiar with the work of the department and understand the work of external departments to better cooperate. Before the end of the training, the assessment content of theory and practical operation is set according to the training content.

(2) Conduct regular assessments, with the emphasis on personnel management

Managers need to conduct regular inspections during their tenure. In addition to the performance assessment, it is necessary to pay attention to the management of personnel within the management radius of the manager. It can be assessed from the perspectives of employees' recognition of managers, the content of managers' guidance to employees, employee turnover rate, complaints, and multi-departmental work cooperation. The performance of managers can be linked to the assessment, or management can be carried out according to the assessment situation. appointment and dismissal.

(3) Reduce the number of courses for managers, or prohibit managers from teaching

The job of managers is to effectively manage and guide employees within their own management radius. Although proper teaching will help managers better guide grass-roots employees, they cannot put the cart before the horse. To fundamentally solve this problem, it is necessary to strictly limit the teaching volume of managers. For example, the number of lessons per week is limited to less than 10 hours. At the same time, the hourly salary of managers can be increased, or the basic salary of managers can be increased to ensure their salary, allowing them to focus more on management.

(4) Managers take the initiative to pay attention to employees within their management radius and communicate actively

The most important part of personnel management is communication. Since grassroots project managers mainly play the role of "coordinators", they must have strong communication skills, coordination skills, and interpersonal skills to promote team cohesion [6]. Understand the psychology of employees and find problems in time. Managers can be required to actively communicate with 25% of employees every week, focusing on employee treatment, feedback on department cooperation issues, and feedback on the company's current work form. At the same time, this part of the content is regarded as routine work, and is regularly reported to the superior for review.

The training process focuses on personnel management, regularly assesses the content, takes the personnel within the management scope as the assessment content for managers, and moves the functional content of this part of managers closer to the real "manager", rather than part-time management as it is now. .

Secondly, according to the size of the enterprise department, adjust the existing human resources management department, or set up a new department, carry out targeted management for teachers' positions, and cooperate with the grass-roots managers of teachers' positions to carry out department management. Need to do:

(1) Pay attention to the physical and mental health of front-line workers

Teachers' psychological quality refers to the essential characteristics of teachers in terms of psychological process and personality psychological characteristics that determine their educational and teaching effects and have a significant impact on students' physical and mental development in educational and teaching activities [7]. Therefore, for teachers and other staff, regular psychological counseling is required, and professionals are also required to pay attention to their mental health problems. Because the grass-roots managers of such departments have a lot of work content and do

not have professional knowledge, they can recruit psychologists or psychological consultants to pay attention to front-line employees, and regularly use questionnaires, one-to-one communication and other forms to confirm.

(2) Cooperate in the delivery of work details, especially in emergencies

Multi-department cooperation is one of the most important steps in an enterprise's work, and a lot of energy in teachers' positions will be put on teaching and lesson preparation. Some staff can be recruited, not responsible for teaching, but only responsible for the transfer of work information between various departments, and communication with parents and students, reducing the pressure on teachers at work, and also reducing part of the workload. And to ensure the timeliness of information transmission, but also to establish a better corporate image in front of customers.

At the same time, these managers need to know enough about the teaching process. In this way, while cooperating with grass-roots managers, it can communicate with employees in a timely manner, and at the same time, it can also assist in a timely manner when multiple departments cooperate, so that employees can feel the attention and respect of the company. This also allows for a buffer in the event of an emergency like COVID-19.

### 3. Conclusion

From the end of the 19th century to the beginning of the 20th century, personnel management officially entered the category of enterprise management activities as a management activity [8]. In the 21st century, talent has become a strategic resource. At the same time, the selection and training of managers who are good at operation and management have become the key to the successful implementation of structural adjustment and market competition in enterprises [9]. By properly inducing, controlling and coordinating the psychology and behavior of enterprise members and giving full play to their subjective initiative, the goals of the enterprise can be better achieved [10]. As an industry that is different from the traditional service industry but has some commonalities, the education and training industry should adjust human resource management on the basis of the traditional service industry and education industry, and properly coordinate and train personnel.

The increasing demand for teaching resources has led to a large number of teachers and teaching service personnel joining such institutions. In 2018-2019, the most rapid development of such institutions, the number of employees in the education and training industry exceeded 10 million, and still maintaining a growing trend. However, the composition of this part of the personnel is mainly as follows: first, the transition from school education to off-campus education; second, direct entry into off-campus education after graduating from colleges; third, talents in other industries and related fields, and a considerable proportion of employees are not from the education field. Similarly, as mentioned above, in off-campus educational institutions, managers in charge of human resources also lack direct management experience, which leads to the fact that off-campus educational institutions have considerable difficulties in human resource management and human resource development. In human resource management, due to the lack of experience in the same industry, there is no industry-specific index from the selection process to the incentives of personnel, and the employment of personnel. In terms of human resource development, due to insufficient management, it is difficult for individual development to affect the overall enterprise. At the same time, because off-campus education is related to school education and is an emerging industry, the attention to this field is far less than that of on-campus education, resulting in very few human resource management studies on off-campus educational institutions. This paper briefly studies the human resources development direction of off-campus education and training institutions in the "post-epidemic era", hoping to provide certain help for the development and research of such enterprises in the future.

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