

The Evolving Roles of Human Resource Management Practices for Public School Performance in Beijing, China

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ABSTRACT

Human resources (HR) professionals in the education sector will need to take the lead in developing human capital management based on employee care, appraisal, growth, learning and development. To effectively address this shift in China's public schools, the researcher wished to contribute to the understanding of the actual HR change areas and investigate how HR positions are coping with being at the forefront of an unprecedented organisational development. The critical issues that arose are a profound separation and dilemma that revealed the fragility of the HR role's understanding: develop a new synergistic relationship with the top management; define a stronger and broader organisational mandate; and establish structured moments for professional dialogue. Therefore, HR tasks in the context of the education business, particularly after the pandemic, entail a substantial emotional strain associated with role assumption. Specifically, our research highlighted the need to discuss the evolution of the HR role with the top management of China's public schools, the requirement for complementarities, and a concept of the institutional mission that permits broader involvement in decision-making and planning, and the importance of HR role oversight.

keywords: human resource management, public school performance, China

I. INTRODUCTION

The problem with COVID-19 has resulted in substantial interruptions in the educational system. To ensure that students could continue their education even while schools were closed and that they could return to class without risk, additional financial resources were required in addition to those that had been allotted before the outbreak. Over the course of the last ten years, the public schools have, without a shadow of a doubt, been witness to a prosperous period of change and transformation. The challenges they overcame to secure, keep, and keep hold of their position on school performance can be credited with this accomplishment (Urick, 2016). Because the landscape of education institutions has historically changed and become increasingly complex since the turn of the twenty-first century, it is essential for public school to cultivate and hire knowledgeable individuals who are able to effectively implement change initiatives and lead schools, staff, and students. The need to strengthen the offer through innovative services, the requirement to achieve cost efficiencies through dimensional growth, consolidation, and a more digital and direct delivery model are additional key challenges (D'Angelo, Gazzaroli, Corvino & Gozzoli, 2022).

These are in addition to the increasing trend for exposure and agglomeration and the concurrent justification affecting the education system. The core decisions facing educational institutions, particularly public schools, will centre on striking a balance between internal and external resources, reshaping competencies from primarily execution roles to advisory functions, developing performance monitoring and measurement, and the responsibility of preserving professional well-being. These are only a few of the subjects that Beijing, China's public schools' internal organisation must deal with. Thus, the capacity of HR roles to uphold a high level of professional efficiency and to create value and competitiveness in a market characterised by significantly shorter cycle times and ongoing changes in business models is correlated with their current perception as a trustworthy strategic partner (Aldrich, Dietz, Clark & Hamilton, 2015).

There is a significant chance that HR will put professionals under more strain and develop rivalries with them. The earlier method of managing key human resources consisted of improving a menu of choices for human resource management practises and, secondly, the statement that choices made by an organisation among the various available human resource management practises should reflect the specific behaviours required by the association's competitive procedure. So, to speak, human resource management methods should be chosen to promote the usage of processes rather than just on the basis of specific merits. The researcher has argued that particular competitive strategies, such as the basis for innovation in competition, the dependence on costs in the struggle for competition, or the struggle to provide the best fundamentally distinct behaviours for the quality demand of employees, are all examples of specific competitive strategies (Patrick & Mazhar, 2021).

It is really crucial for education industry especially transition to digital technologies in education has been aided by the lessons acquired via the deployment of emergency response methods during the epidemic. Little research has been conducted on the aforementioned relationship scenario, and the authors recommend that future research examine the evolutionary perspective of human resource management effect on institution's performance with more experimental confirmation that can be upgraded and adapted to new knowledge contexts over time. Therefore, the purpose of this study is to investigate the key functions of HRM and their organisational benefits, as well as to examine the new effective roles for HRM in order to improve the performance of public schools in China. In accordance with the aims and objectives of this research, an effort will be made to contribute to the HRM literature in a way that assists institutions in crisis management. By conducting study in Beijing, China, this investigation enhances the geographical scope of the existing literature. In this regard, the primary audience for this study consists of practitioners in the education sector who wish to improve HRM processes in their industry.

II. LITERATURE REVIEW

A. New Human Resources Management Practices

Human resource management's primary objective is to ensure that a company's workforce is readily available and adequately prepared. In addition, there are multiple objectives. Schuler and Jackson (1987) emphasised the

significance of integrating HRM practises and a company's competitive strategy; strategy-based innovation must be generated by mid-level employees who take the initiative for change and generate novel solutions to challenges. They mentioned that several new HRM techniques with broad applicability that are not wholly new but have resurfaced recently. According to [De Miranda Castro et al. \(2020\)](#), the horizontal directness of human resource practises to business administration results in a high quality of working life and more alignment between HR subsystems and organisational strategy. That E-HRM is a distinctive aspect that reflects the procedures. However, new HRM includes additional features, such as adaptability to changing situations. Additionally, strategy-based innovation, a change initiative, and problem-solving using new ideas.

Researchers highlighted that new HRM practises are clusters that aim to promote responsibility, flexibility, creativity, autonomy, and engagement in production, as opposed to classic HRM practises like recruiting, selection training, and career routes. Integrating modern HRM practises with information technology enables inventive performance, while decreasing errors and hazards. In fact, researchers proved the empirical connection between new HRM practises and innovation success in the planning of businesses. New HRM approaches provide individual systems prominence ([Santangelo & Pini, 2011](#)) and decrease bureaucratization. However, the rigidity of hiring and promotion procedures frequently reduces workers' ability to perform diverse tasks ([Ozcan & Reichstein, 2009](#)). Concurrently, a number of mechanisms are established inside modern HRM practises to collect employees' suggestions for acquiring recent developments, decentralisation of decision-making authority, team spirit in firms, and job quality ([Waheed et al., 2017](#)).

Moreover, [Al-Harazneh and Sila's \(2021\)](#) focus on the internet and technological development trajectory has impacted our lives, including schooling systems. In addition, technology has had a significant impact on human resource management (HRM) procedures and practises in a new way since the 1990s, which corresponds to the substitution of face-to-face HRM activities with web based HRM digitalization via automation technologies. The employee's skills and behaviours influence organisational implementation outcomes and increase performance value, hence enhancing a company's efficacy in HR-related duties.

In addition, [Nedumaran and Rani \(2021\)](#) urge innovative use of the HR technology known as E-HRM to improve the accuracy and effectiveness of more flexible human resources management practises, facilitate tasks, and transform work and life communication and behaviours. As an illustration, one might use E-recruitment, in which candidates are permitted to apply online through job boards that provide a database that enables searching, screening, and filtering of applications for an interview. It is a conscious support tool in a contemporary business, utilising web-based automated tools and online channels. E-recruitment is an example of a method that fits well with the current trend toward upskilling and digitization processes, particularly in light of the current economic crisis ([Nutsubidze & Schmidt, 2021](#)). However, the outsourcing of highly qualified IT personnel resulted in a distinct HR structure. In contrast, the typical HRM approach to recruitment looks for reduced costs and frequently meets the organization's HR requirements.

Based on the descriptive and supporting literature above, the researcher formulates the below hypothesis:

Hypothesis: New Human Resources Management Practices have a positively direct effect on the organisational performance of public schools in China.

B. Linking HRM towards Institutional Performance

The performance could be sufficiently measured using indicators of excitement for a single partner, specifically results measurements as advantage, gainfulness, development, and survival. This is a significant distinction between human asset management models from yesterday and today. The factors that affect institutional performance are effectively identified by [Kasmani et al. \(2020\)](#) research's findings. The supply chain is one factor that impacts performance. Other factors include financial risk, gender equality, conventional preferences, external conditions, institutional dexterity, critical praise, a disorganised facility, lack of job satisfaction, effectiveness managers and management style, social exclusion, distribution network, reward system, safety initiatives, and how a firm implements its HR strategy ([Rengiah & Sentosa, 2016](#)).

Evaluation of a company's performance in light of its goals and objectives is referred to as organisational performance. In other words, organisational performance is a comparison of actual results to those that were expected. The previous study's major outcomes shareholder value performance, financial performance, and market success were these three. Every business aims to continuously improve, so when operating at the organisational level, it is crucial that organisational success be linked to the human contributions. Effectiveness mostly depends on an organization's capacity to respond to changes in its external environment ([Al-Bazaiyah, 2022](#)).

[Waheed et al. \(2017\)](#) drew a connection between key trends to explain innovation in businesses to acquire a competitive edge through the crucial relationship with New HRM practises to achieve performances. They started by concentrating on the organisations' IT dexterity practitioners. Then they adopted IT-based training, which produced results in the application of IT ambidexterity in organisational performance that had been missed by earlier investigations. Additionally, their study showed that organisations should practise various HR strategies like job rotation, autonomy, training, and development, with the most advanced (IT) system, in order to produce innovative performance. Organizations should not only focus on existing processes, technology, products, and services.

Organizations are also moving toward adapting to new conditions, innovating to gain a foothold in shifting political and economic conditions, and investing primarily on human capital. HRM practises enable the employee to develop abilities to deal with changing workplace shifts and work as a team to generate effective innovations within businesses. HRM practises have a favourable impact on organisational innovations during both employee and organisational behaviour ([Demo et al., 2020](#)). Organizational performance and business effectiveness are related in the same way. Businesses do not want to be led towards mediocrity. To improve asset management, companies track and direct performance. Additionally, it increases organisational human skills and the potential to deliver value to customers ([Kasmani et al, 2022](#)).

The focus of the current study is on how human resource management affects performance of educational institutions, particularly public schools. Performance is essential to ensuring that the estimations are accurate. According to [Habib \(2022\)](#), one method of evaluating intellectual capital uses measurements and an internal performance scorecard. It will come back to how HR practices managing the competency and appraisal system in institutions. The question of organisational performance is divisive when it comes to stakeholder satisfaction. Organizational performance is essential for the sustainability of any institution of learning, according to authors like [Harris \(2013\)](#) and [Yunus \(2008\)](#). The several factors that affect organisational success in the context of education were also highlighted by these researchers, including academic performance, graduate market value, customer satisfaction with services, learning facilities, program quality, and image. Given that [Gu, Ma, and Teng's \(2017\)](#) study of the performance in terms of facilities, programmes, services, image quality of graduates, responsiveness to student concerns, and graduation rates of students is completely consistent with the factors listed above, the organisational performance is examined in relation to academic service quality in this study ([Sharin et al., 2022](#)).

III. CONCEPTUAL DEVELOPMENT

The human capital theory was chosen by the researcher for this study in order to include every viewpoint that might be had regarding the human resource system and how it relates to organisational performance. The investment that people make in their own capabilities, or in their human capital, ultimately leads to an improvement in their level of economic production. Their thesis is predicated on the notion that having more human capital stimulates creativity, which ultimately leads to having a greater personal income. Supporters of this hypothesis contend that educated individuals are more productive than the general population, as evidenced by the fact that they have greater personal incomes. According to the human capital idea, formal education is crucial and even required to boost a population's capacity for output ([Olanyan & Okemakinde, 2008](#)).

However, some scholars disagree with the human capital idea. For example, [Fix \(2018\)](#) contend that there is little connection between wealth and education. Simple correlations between years of education and earnings are not very strong. Furthermore, the regression coefficient of education is quite low in multiple regressions when factors that are linked with education are included. Human capital theorists contend that education promotes employee productivity and efficiency by growing the cognitive stock of economically productive human ability, which is a result of natural capacity and investment in people. The argument behind investing in human capital, according to [Rekers \(2013\)](#) is based on three points of view. The first is that the current generation needs to be given access to the knowledge that earlier generations also had. Second, the younger generation needs to be taught how to create new products and social services using the knowledge already at hand. Third, the younger generation needs to be inspired to come up with brand-new strategies for addressing the problems of the neighbourhood.

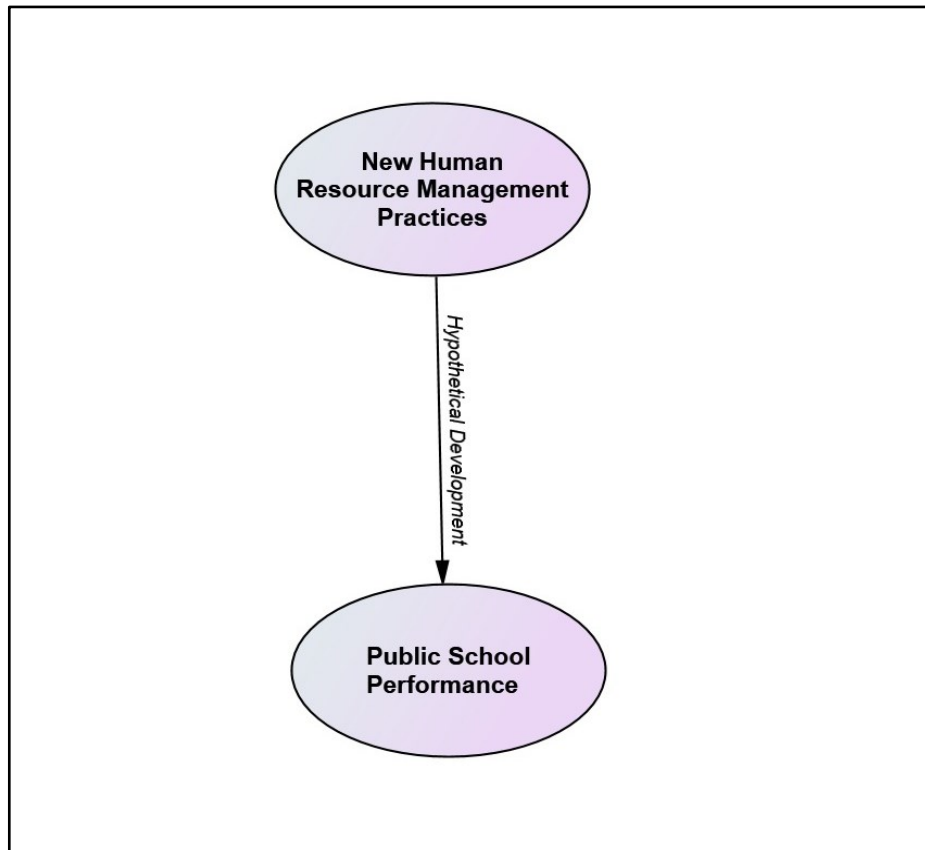


Figure 1: Conceptual Framework

The researcher of the study pushed for the application of the conceptual framework mentioned above in order to quantify significant elements influencing the performance of Chinese public schools. Researcher can verify the quantifiable link between an endogenous (new human resources management methods) and an exogenous (more survey instruments) factor (performance of public school) based on the literature provided in this study. Figure 1 constructs an outline of how this study establishes the foundation for subsequent investigations into novel approaches to new human resource management practices and their effects on organizational success.

The technique also considers how educational institutions, in particular the Chinese Public School in Beijing, will be involved in order to increase the effectiveness of the institution is require further and deep investigation for next stage of future research. Adopting a holistic viewpoint enables one to understand and offer explanations for complex and well-organized events, where all components have important connections to one another and significantly contribute to the whole. HR managers in Chinese public schools will make up the study's sample because they best represent the population of interest. The framework works well with any form of management system and is easily adaptable to new systems which suit with the present topic. There is a clear demarcation between the various components in terms of their potential to manage resources internally and accomplish the organization's goals.

IV. DISCUSSION AND RECOMMENDATIONS

The researcher's framework can be modified to accommodate any scenario variables or potential future research areas. It will significantly help the development of China's educational system. In terms of the new management of human resources with organization performance, the study has made significant progress. Today, all academicians and practitioners are kindly becoming more and more conscious of the necessity of taking into account a wide range of organisational performance indicators that reflect the presumptions of the various internal and external partners in an alliance. An accelerated human resources management programme and its recommendations for the progress of human asset management are only partially addressed by the points of reference discussed in this research. In-depth, the new HRM must now find solutions to the concerns of numerous partners, which are occasionally reciprocal and at odds with one another; create shared benefits when it is feasible; and achieve an acceptable equalisation when fundamental increases seem far.

Understanding how to effectively handle these issues will assist ensure that the human resource management specialist successfully addresses the numerous opportunities to make significant contributions to the performance of the organization. Given that consumer loyalty can be impacted by human asset management systems, additional research is needed to fully understand the implications of true customer loyalty. According to the literature of the current study, new human resource management (NHRM) methods are a crucial instrument for the education sector. As a result, the government should foster all platform across all ministries to promote new HRM strategies. Organizational innovation and innovative work behaviour were proposed to interact as mediator variables for future research that were statistically significant, indicating a partial mediation on the organisation performance during the COVID-19 pandemic or any other crisis.

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