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QUALIFYING MASTER'S THESIS

on the topic:

**HR MANAGEMENT OF COMPANIES IN THE CONTEXT
OF RATIONAL USE OF LABOR RESOURCES**

submitted by the applicant of higher education **Liao Shan**

The thesis is accepted for defence in the EC

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**TASK
FOR A QUALIFYING THESIS
Liao Shan**

1. The topic of the thesis: "HR MANAGEMENT OF COMPANIES IN THE CONTEXT OF RATIONAL USE OF LABOR RESOURCES."

Scientific advisor PhD in Philology, Associate Professor Viktoriia Shevchenko
(last name, first name, patronymic, academic degree, academic title)

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2. The deadline for student submission of work November 18, 2024

3. List of questions to be researched:

In chapter 1: to determine the theoretical basis of enterprise human resource management; to analyze the foundation of enterprise labor organization; to research labor productivity is an important indicator for measuring the success of enterprises. In chapter 2: to study the current technological and economic characteristics of New Oriental Education and Technology Group; to analyze the main issues of rational utilization of labor resources in New Oriental; to explore the evaluation of employee mobility at New Oriental.

In chapter 3: to analyze New Oriental's non-standard personnel management strategies for rational utilization of labor resources, and provide some latest

suggestions that are more applicable to modern enterprises; to propose suggestions to reduce the employee turnover rate of New Oriental; to evaluate the effective implementation of labor laws and regulations in enterprises.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL ASPECTS OF PERSONNEL MANAGEMENT OF THE ENTERPRISE
2	ANALYSIS OF THE CURRENT PRACTICE OF PERSONNEL MANAGEMENT OF THE ENTERPRISE
3	MEANS OF IMPROVING HR-MANAGEMENT OF THE ENTERPRISE

5. Date of issue of the task 25.09.2024

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ABSTRACT

The qualifying master's thesis contains 81 pages, 7 tables, 9 figures, 57 references.

The object is the company's human resource management practices

The subject is an investigation of the theoretical foundations of human resource management, the policy shifts, and the digital transformation of online education, strategies for enhancing human resource practices.

The purpose of the master's thesis is to evaluate the efficacy of the human resource management strategies adopted by New Oriental, with a particular emphasis on the rational utilisation of labour resources, the reduction of employee turnover and the enhancement of productivity. It is imperative that New Oriental implements improvements in the rational allocation of labour resources, enhances employee training and career development pathways, optimises salary structures, and addresses other pertinent issues to stabilise the workforce and enhance the enterprise's overall competitiveness.

The tasks of the qualifying master's thesis are as follows:

- Identify the current technological and economic characteristics of the company;
- Analyse the main issues of rational utilisation of labour resources in the company;
- Evaluate the employee turnover situation of the company;
- Explore non-standard personnel management strategies for the rational utilisation of labour resources;
- Provide suggestions for the company to reduce employee turnover rate;
- Evaluate the effective implementation of labour laws and regulations in enterprises.

The research is based on a combination of theoretical exploration and practical analysis, utilising HRM theories, labour organisation principles, and productivity measurement to assess New Oriental's current HR practices.

The results obtained are not only innovative in theory, but also provide a reference point for other education and training enterprises.

Year of the qualification master's thesis completion: 2024

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INTRODUCTION

Against the backdrop of rapid global economic and technological development, human resource management (HRM) in enterprises has emerged as a pivotal factor in enhancing organizational competitiveness. In an era where businesses face not only economic fluctuations but also technological disruptions, effective HRM strategies have become essential for survival and growth. This is especially clear in education and training, where having skilled workers is very important to meet market needs and adjust to what customers want. Right now, companies in this area are facing a big challenge. They need to make better use of their workers to improve how well employees do their jobs and to keep customers happy. They need to keep an eye on high employee turnover rates to ensure steady growth.

Theoretical and practical aspects of personnel management in the organization management system are highlighted in the scientific works of the following scientists: Rotich K. J., Mayo E., McGregor D., Maslow, A. H., Herzberg F., Mausner B., Snyderman B. B., Becker G. S., Boxall, P., Purcell, J. and others. These researchers have made important contributions to the study of the human resources management system of the enterprise.

The goal of this study is to look at New Oriental's experiences, both good and bad, in managing their staff well. The investigation will find helpful methods and common mistakes, offering easy ways to improve that fit the company's situation. The goal is to create realistic HRM (Human Resource Management) improvements by mixing theory with real-world research, which will help New Oriental grow in a sustainable way.

To achieve the goal, the following questions were asked and resolved:

- Identify the current technological and economic characteristics of the company;
- Analyze the main issues of rational utilization of labor resources in the company;

- Evaluate the employee turnover situation of the company;
- Exploring non-standard personnel management strategies for the rational utilization of labor resources;
- Provide suggestions for the company to reduce employee turnover rate;
- Evaluate the effective implementation of labor laws and regulations in enterprises.

Through a comprehensive analysis of these components, the study aims to illustrate how New Oriental can bolster its management efficiency and competitiveness through a scientifically informed HRM strategy.

The object is the company's human resource management practices

The subject is an investigation into the theoretical foundations of human resource management, the policy shifts, and the digital transformation of online education, strategies for enhancing human resource practices.

Various general scientific and specific research methods are used in the work, such as logical generalization and a systematic approach, economic analysis, mathematical statistics, which make it possible to examine the dynamics of the researched processes. In addition, tabular and graphical research methods were used in the work.

The scientific novelty of the qualifying master's thesis is the implementation of mechanisms for increasing the efficiency of human resource management system in educational and training institutions and measures to minimize staff turnover, as well as providing recommendations for increasing the efficiency of management processes of New Oriental.

This research is grounded in established theoretical frameworks of human resource management, drawing insights from both domestic and international literature on the education industry. It incorporates scientific articles, case studies, and empirical data to construct a well-rounded perspective on HRM practices. Moreover, the study will utilize publicly accessible documentation from New Oriental, in conjunction with data extracted from the company's official website. This

approach will facilitate the establishment of a comprehensive and reliable basis for analysis.

The practical significance of the obtained results lies in the possibility of using proposals and recommendations to improve the of human resource management (HRM) to help the company grow sustainably in the long run. This research will not only help improve discussions about managing people in schools, but it will also be a useful guide for other businesses going through similar changes in a competitive environment.

CHAPTER 1

THEORETICAL ASPECTS OF HR MANAGEMENT OF THE ENTERPRISE

1.1 Theoretical fundamentals of human resource management

As a core component of modern enterprise management, human resource management has a profound and extensive theoretical foundation. This chapter aims to explore and summarize the theoretical basis of human resource management from the following aspects, providing solid theoretical support for subsequent research:

I. Historical development of human resource management (HRM)

In the period before the written history of mankind, there were a number of constant strategies for the determination of tribal pioneers. The art of ensuring the safety and well-being of people while they were engaged in hunting was passed on from era to era. From 2000BC to 1500BC, the Chinese used employee screening techniques and while Greeks used an apprentice system [1].

These activities demonstrated the necessity of selecting and preparing individuals for specific roles. The initial aspect of the representative processes was that of the personnel directors (or faculty directors), a term that persists in various discourses. Personnel management encompasses a set of competencies or activities (e.g. enrolment, selection, preparation, remuneration organisation, mechanical relations) that are frequently accomplished successfully, but with limited interconnectivity between the different activities or with generally hierarchical objectives. Personnel management in the United Kingdom and the United States developed earlier than in Australia and Asia Pacific countries in response to their earlier and more widespread adoption of mass production work processes [1]. During this period, there were disagreements and conflicts between employers and employees regarding monotonous, unhealthy, and even dangerous employment environments, which laid the foundation for the development of unionism and labor relations systems, which are important components of contemporary human resource

management. The governments of the United Kingdom and the United States got involved in these problems and created laws to set limits on how many hours women and children could work. They also made rules for minimum pay for men and to ensure workers were safe from dangerous or unhealthy work environments. Starting in the early 1900s, both state and national governments in Australia began to make similar changes. However, Australia and New Zealand chose a different approach that focused on resolving issues through discussions and arbitration instead of strict rules.

During this time, people who study management in the US and UK started looking at what work is like and how work systems operate. They also created models based on new research in psychology and sociology. The ways these ideas have grown and been used by managers and HR professionals show changes in how people think about jobs, work methods, and company structures[1]. Theories such as Scientific Management, the Behavioural school and subsequent management theories have two main applications in the context of HRM. Firstly, the term 'human resource management' has emerged as a result of the integration of strategic management concepts into personnel management. Secondly, an understanding of these ideas can assist HR managers in adapting their practices to align more closely with the needs and realities of the organisation. About stages in the Development of HRM, Australia has also conducted a comparative analysis of PM and HRM (Table1.1).

Table1.1

Differences between Personnel Management and Human Resource Management		
Factor	Personnel Management	Human Resource Management
Time and planning perspective	Short term, reactive, <i>ad hoc</i> , marginal	Long term, proactive, strategic, integrated
Psychological contract	Compliance	Commitment
Employee relations perspective	Pluralist, collective, low trust	Unitarist, individual, high trust
Preferred structure/system	Bureaucratic/mechanistic, centralized, formal/defined roles	Organic, devolved, flexible roles
Roles	Specialized/professional	Largely integrated into line management
Evaluation	Cost minimization	Maximum utilization (human asset accounting)

Source: Adapted from 'Human Resource and Industrial Relations', *Journal of Management Studies*, 24 May, p. 507

The field of human asset administration in Australia and the Asia-Pacific region has undergone a period of significant growth and development that is comparable to that observed in the United States and the United Kingdom. However, there are differences in how developed these systems are and how social, economic, political, and labor issues affect them [1]. The two main points about how HRM (Human Resource Management) developed in the US are: at first, it focused mostly on admin tasks managed by senior leaders, and then in the 1980s and 1990s, it changed to a more confident and professional style that was focused on business needs. The same things happened in the United Kingdom, where there was a focus on the 'helping' roles of workers in human resources. This was due to the problems caused by early industry, a growing movement to support people's rights, and the rise of trade unions. In Asian countries, human resource management (HRM) combines different styles, like being supportive, working together, and focusing on business. These styles differ from one country to another based on their cultures, level of development, how much the government is involved in the economy, and their labor relations systems.

II. Theoretical foundations of human resource management (HRM)

Human Resource Management (HRM) has evolved into a critical function for organizations, addressing both the operational and strategic needs of managing human capital. Human Resource Management (HRM) takes ideas from different fields to match the skills and motivation of employees with the goals of the organization. This text looks at the basic theories that shape HRM practices and discusses how they help with today's HR strategies:

Scientific Management Theory:

Scientific management, started by Frederick Taylor in the early 1900s, aims to make work more efficient by having people specialize in specific tasks and following set rules for how things should be done. This idea was important because it focused on making work better by dividing complicated tasks into easier and quicker steps. The HR effects of this theory focus on planning the workforce, measuring

performance, and making processes consistent. However, some people say that scientific management ignores the importance of people, especially when it comes to keeping workers motivated and happy.

Behavioral Science Approach:

The behavioral science approach became important in the middle of the 1900s. It focused on how people's actions affect how well an organization does. Elton Mayo's Hawthorne Studies were foundational in showing that social and psychological factors significantly impact productivity [2]. This shifted HR's attention from just doing technical work to paying more attention to people. The importance of getting employees involved, strong leaders, clear communication, and working together as a team was highlighted.

Theories in behavioural science include McGregor's Theory X and Theory Y, which present contrasting views of human motivation in the workplace [3]. Theory X believes that workers are lazy and need a lot of supervision, while Theory Y thinks that workers are motivated on their own and do best when they have freedom and responsibility. These ideas have greatly influenced how human resources works today, especially in training leaders and creating a good work environment.

Motivation Theories:

Motivation is an important part of managing people at work because it helps companies create a culture where employees do their best. Two important ideas about motivation have greatly influenced how people are managed in the workplace:

- Maslow's Hierarchy of Needs (1943): Abraham Maslow suggested that human needs are organized in a pyramid, starting from basic physical needs at the bottom and going up to personal growth and fulfillment at the top [4]. From a human resources (HR) point of view, this means that companies need to first take care of employees' basic needs, like job security and pay, before they can expect them to be motivated to achieve higher goals, like getting recognition or personal development.
- Herzberg's Two-Factor Theory (1959): Frederick Herzberg suggested that what makes people happy or unhappy at work comes from different reasons [5].

Things that make us happy, like achieving our goals and being appreciated, help us enjoy our work. On the other hand, simple things like salary and a nice workplace only help us avoid being unhappy. We can use this idea to make reward programs and improve work.

Economic Labor Market Theories:

Human resource management (HRM) is based on ideas from economics about job markets, pay, and work. The human capital theory, suggested by economists like Gary Becker, states that people and companies spend money on education and training to improve their skills. This helps them work better, which can lead to making more money and having better financial advantages [6]. HR professionals use this idea to show why it's important to invest in employee training. It also helps with hiring new workers and deciding their pay.

Furthermore, labour market segmentation theories investigate the ways in which disparate groups of workers are constrained by unequal access to employment and remuneration opportunities due to the presence of impediments within the job market. It is of the utmost importance for human resources departments to acknowledge these disparities in order to promote diversity, fairness, and inclusivity within the workplace.

Strategic Human Resource Management (SHRM):

Nowadays, the role of human resources management (HRM) has changed a lot. There's more focus on helping the organization reach its goals. Strategic Human Resource Management (SHRM) connects managing people with the overall goals of the organization. Thereby ensuring that human capital contributes directly to the achievement of business objectives [7]. The Resource-Based View (RBV) theory suggests that a company's people can help it succeed over the long term if they are important, unique, and hard for others to copy. This has led to changes in how HR works, with more attention on managing talent, finding future leaders, and building leadership skills.

The mentioned theory offers advice on important parts of managing workers,

such as hiring new staff, keeping current employees motivated, and building a good workplace culture. Human resource management encompasses a number of core concepts, including the recruitment of new employees, the provision of training, the evaluation of job performance, the payment of salaries and the offering of benefits, as well as the maintenance of positive relationships with workers. These concepts are interconnected and collectively form a comprehensive system for the management of personnel within the workplace.

Recruitment and selection are the first steps in managing people in a company. This means finding the right people with the skills the business needs using careful methods and processes. Training and development aim to help employees get better at their jobs, so they are skilled for their current and future roles. Performance management means having clear goals and ways to assess them. This helps encourage workers to be more active and helps both them and the company grow together. Pay and benefits are important rewards for employees' hard work and help companies get and keep good workers. Employee relationship management focuses on creating good relationships at work and encouraging communication and teamwork among employees.

HR workers need to find a balance between doing their jobs well with the right tools and taking care of the emotional and social needs of their employees to build a hardworking and loyal team. Also, it's important for human resource teams to be flexible, creative, and think ahead to align with the organization's goals.

The growth of Human Resource Management (HRM) has been greatly affected by different areas of study, such as management, psychology, and economics. Each main theory offers valuable ideas on how to manage people in a way that helps reach the goals of an organization. As HRM changes and grows, these basic ideas will still be important and help guide new ways of managing people in the future.

III. The latest trends in human resource management

Human Resource Management (HRM) is changing a lot because of new technology, different kinds of workers, and what companies need now. As HR

workers adapt to new challenges, some key patterns are influencing how businesses handle their staff. This talk examines these trends, looking at what they mean and how they are changing how we manage human resources (HRM):

Digital Transformation: With the widespread application of technologies such as artificial intelligence and big data, human resource processes are being automated and optimized. For example, in hiring, AI can make it easier to check resumes and conduct early interviews, which helps speed up the process and reduce unfairness.

Many enterprises have also joined the Human Resources Shared Service Center (HRSSC), which has demonstrated its role and value in cost reduction, efficiency improvement, experience optimization, and efficient management (Fig.1.1). From the perspectives of shareholders, employees, and managers, HRSSC can serve as an important pillar for the digital transformation of human resources, supporting enterprises to cope with the pressure of cost reduction and efficiency improvement brought by the macro environment, as well as the talent competition and management challenges brought about by new trends in the labor market.

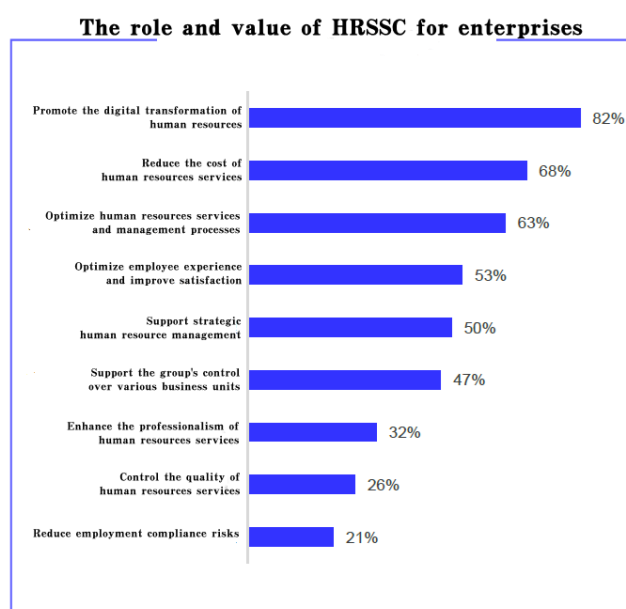


Fig.1.1 The role and value of HRSSC for enterprises

Source: independently researched and drawn by Peixin Industry Research Institute

Employee Experience: Organizations are increasingly valuing the overall

experience of their employees, paying attention to every step from onboarding to offboarding. Flexible work arrangements and mental health support are becoming important factors in attracting and retaining talent.

Diversity, Equity, and Inclusion (DEI): DEI has become an important strategy in human resource management, aimed at creating a respectful and inclusive work environment. Enterprises promote this goal by implementing unconscious bias training and diversified recruitment practices.

Telework and mixed mode: The COVID-19 pandemic has made remote work more common, and many companies are looking into a mix of working from home and in the office to give employees more flexibility. This means companies need to change their technology and communication to match.

Continuous learning and development: In today's fast-changing business world, keeping your skills up-to-date and growing in your career is very important. Companies are putting money into customized learning programs and leadership training to help employees handle future challenges.

Data driven human resource management: By using data analysis, companies can better understand what workers they need, check how employees feel and perform, and create better ways to manage them.

These trends show that managing workers is increasingly becoming more focused on strategy, technology, and the needs of employees. By adjusting to these changes, organizations can become better at adapting and competing, which will help them succeed in the future.

1.2 Basics of labor organization at an enterprise

A business's labor organization is a key part of managing people. It helps improve worker productivity and reach the company's goals. Through reasonable labor organization, not only can resources be effectively allocated, but work processes can also be optimized to enhance employee job satisfaction and overall

organizational performance. Below we will discuss in detail the basic principles, forms, and practical applications of optimizing and adjusting labor organizations.

I. Basic Principles of Labor Organization

Labor organization in Human Resource Management (HRM) refers to structuring and managing work processes in a manner that enhances efficiency, productivity, and employee satisfaction. Below are the basic principles of labor organization in HRM:

Division of Labor and Specialization:

Division of labor is one of the core principles for improving efficiency. This principle involves assigning specific tasks to employees based on their expertise and skill set. It enhances efficiency by allowing employees to develop a high level of skill in their assigned tasks.

Case analysis: Toyota's production line adopts refined division of labor and specialization, where employees accumulate experience at different workstations and become experts in a certain task. This method significantly improves production efficiency and reduces error rates.

Hierarchy and Clear Authority Structure:

The hierarchical structure ensures clear management chain and division of responsibilities. Each employee within the organization has a clear reporting path, reducing unnecessary confusion. For example, the banking industry typically adopts a strict hierarchical structure to ensure division of labor and collaboration between different departments, reducing delays in the decision-making process.

Flexibility and Adaptability:

The modern market environment is changing rapidly, and enterprises need to be able to quickly adjust their labor and resources. For example, during the COVID-19 pandemic, many companies quickly adjusted to remote work mode and maintained operations through technological tools, demonstrating a high degree of flexibility.

Case study: During the pandemic, Google shifted its employees to remote work

on a large scale and maintained efficient operations through online collaboration tools, demonstrating its ability to flexibly respond to external changes.

Coordination and Teamwork:

Coordination between different departments is crucial for reducing duplicate work and conflicts. Effective teamwork can optimize workflow by sharing information and resources. For example, in multinational corporations, cross departmental project teams can quickly share information and avoid the formation of information silos [9].

Worker Empowerment and Participation:

Empowering workers not only improves job satisfaction, but also enhances productivity. Empowering employees with more decision-making power and autonomy can enhance their sense of responsibility towards their work. For example, Swedish furniture manufacturer IKEA allows workers to make small improvements in their production processes, which significantly improves production efficiency.

Job Design and Enrichment:

Designing meaningful work can increase employee motivation. For example, in the technology industry, software developers typically have relatively independent work tasks and participate in the entire development cycle of the product, which increases their job satisfaction.

Continuous Improvement (Kaizen):

Kaizen culture encourages companies to continuously optimize processes and reduce waste. For example, Toyota's lean management system has significantly improved the efficiency of its production lines through continuous process improvement.

The Toyota Way is built on a simple goal: finding and getting rid of waste everywhere. Toyota benefits from this by using a process of constant improvement. A Value Stream Map is a useful tool that helps everyone understand and spot waste between different steps in the process. Though, this is certainly valuable; it helps us to see linked chain of processes and to foresee future lean value streams [16].

Figure 1.2 shows a value streaming example for one of Toyota's suppliers.

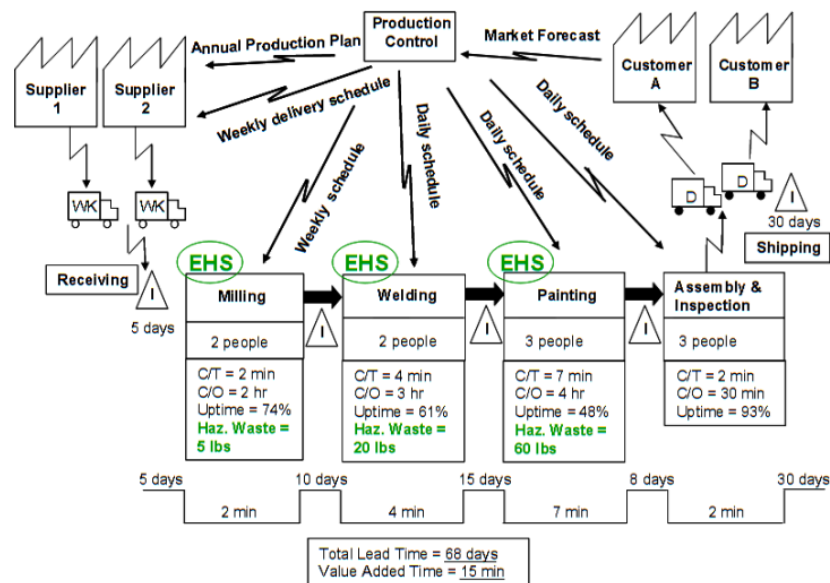


Fig.1.2: Example of value streaming between company X receiving and shipping

Source: US EPA Lean and Environment Toolkit 2nd edition

II. Forms and Structure of Labor Organizations

In Human Resource Management (HRM), the "forms" and "structure" of labor organizations refer to how organizations are structured to manage their workforce and labor relations. These forms and structures determine decision-making processes, communication flow, and how employees are coordinated within the organization. Below are the primary forms and structures of labor organizations:

Matrix Structure:

Matrix structure is a flexible management form commonly used in project-based organizations that require cross departmental collaboration. For example, at Boeing, workers report to two different managers: one for their specific job and another for the projects they are working on. This helps projects go well.

-Benefits: Encourages working together, is adaptable, and makes good use of resources.

-Disadvantages: It can cause confusion about who reports to whom and create

disagreements between managers [10].

Flat Structure:

Flat organizational structures have fewer layers of authority and allow more people to make decisions. This setup gives employees more independence and makes it easier for them to talk to their managers. For example, Tesla has a simple management system with fewer middle managers, which helps them make decisions quickly.

- Benefits: Helps make decisions faster, gives employees more power, and enhances communication.
- Disadvantages: Can make managers too busy and cause confusion about who is in charge [11].

Divisional Structure:

In a divisional structure, the organisation is divided into distinct sections or divisions, each focused on a specific product, service, or location. Each division works on its own but follows the company's general rules. For example, Procter & Gamble (P&G) separates its departments by the type of products they make, like personal care items and home cleaning products, and each department runs on its own.

- Benefits: It concentrates on specific areas, helps manage certain markets or products more effectively, and makes it easier to hold divisions responsible for their actions.
- Disadvantages: This can cause resources to be used more than once and make it harder for different parts of the organization to talk to each other [12].

Network Structure:

The network structure is a new way to organize work that depends on hiring outside help and making strong partnerships with other companies. It focuses on its main skills and hires other organizations to handle tasks that are not its main skills. For example, Nike gets other companies to make its products in different countries, while it mainly works on design and marketing.

- Benefits: Saves money, very adaptable, and allows concentration on main tasks.
- Disadvantages: You may not have control over tasks done by others, and there

might be problems with communication [13].

Team-Based Structure:

In a team-based setup, the organization is organized into teams, and each team is responsible for reaching specific goals. Teams often manage themselves, which helps them work together better and come up with new ideas. For example, Google has a "20% Project" that lets employees take some of their work time to make new and creative projects with their teammates.

- Benefits: Gets employees more involved, boosts new ideas, and makes things more adaptable.
- Disadvantages: It can create confusion about who does what, and teams might not work well together.

III. Optimization and Adjustment of Labor Organization

In Human Resource Management (HRM), "optimizing and adjusting labor organization" means improving how a company is set up, how work gets done, and the roles of workers. The goal is to make the company run better, help employees do their jobs more effectively, and keep them happy. This process means regularly checking and updating how we manage workers to match changes in the business, new technology, and the needs of the workforce.

Job Redesign and Reorganization:

Optimization usually begins with "job redesign," which means changing job roles, tasks, and processes to better meet the goals of the organization. This might mean adding more tasks to a job (job enlargement), making tasks more interesting or important (job enrichment), or having workers switch between different jobs (job rotation). These methods increase job happiness and work output by aligning what employees are good at and what they like with what the organization needs.

Workforce Flexibility:

Flexible work options, like working from home, adjustable hours, and part-time jobs, are important for making the best use of workers. Making the workforce more flexible to respond to changes in the market and what employees need helps to

boost overall productivity and keeps workers from leaving [14].

Automation and Technological Integration:

Using new technologies like automation and artificial intelligence in work processes can make repetitive tasks or tasks that need a lot of accuracy more efficient. This helps human resources spend more time on tasks that need creativity, solving problems, and understanding feelings [15].

Performance Monitoring and Feedback Systems:

To improve how workers are organized, it's important to set up strong ways to check their performance and give feedback. Ongoing checks through performance reviews, data analysis, and employee input can spot problems and areas that need work, allowing for quick changes.

Training and Development:

Adjusting how we organize work means regularly putting money into training programs. This helps employees keep their skills up to date with changes in technology and the organization. This method helps keep employees' skills up to date and gets them ready for what the organization will need in the future.

Lean Management and Continuous Improvement:

Using "lean management" to organize work means removing waste from our processes. This means getting rid of extra steps or doing things over and over. The goal is to make our work better and faster. This method aims to help people finish their tasks and make the best use of their skills, which will improve productivity.

1.3 Labor productivity as an important measure of a business's success

Labour productivity shows how well a company is producing goods and making money. Improving how much work employees get done is very important for making a business more competitive and helping it grow over time.

I. Definition of Labor Productivity

Labour productivity means how much work workers get done compared to

how much effort they put in. It looks at the amount of work finished in a certain time versus the effort the workers used. Labour productivity shows how much of some certain item workers can make in a specific amount of time. When more items are made in a certain amount of time, it shows that the workers are producing more. Also, we can understand this by looking at how long it takes workers to finish one item. The speed of making a product shows how well the workers are doing their jobs. In human resource management (HRM), labor productivity shows how well employees use their time and effort to get a certain amount of work done. It is an important way to measure how well employees and the company are doing. Labour productivity is important for understanding how well people are doing their jobs, finding ways to get better, and staying ahead of competitors in the market.

Factors Affecting Labor Productivity: Several things can affect how much work gets done. **Technology:** Using advanced machines and tools can help get jobs done faster. **Training and Skill Development:** Workers who have the right training and skills can get more work done because they know how to do their tasks well and without mistakes. **Workplace Environment:** A good and helpful work culture, along with enough resources and a comfortable atmosphere, can help people work better [17].

Use of Labor Productivity in HRM:

In human resources management, labor productivity is used to:

- Check Employee Productivity: By looking at how much work employees complete, managers can understand how well their team is doing and find ways to improve.
- Tell workers about their pay and rewards: Companies often link how well employees do their jobs to bonuses and pay to motivate them to work harder.
- Use Resources Better: By watching how well employees perform, HR managers can make wise decisions about using resources, planning the workforce, and creating training programs.

II. Ways to Improve Labor Productivity

Helping businesses work better is important so they can compete and earn more

money. Here are some simple ways to help workers get more done:

Providing regular training and development programs helps employees learn new skills and information so they can do their jobs better. Ongoing learning helps workers keep up with new technology and changes in their field, which makes them more productive. Example: A company offering regular technical training on new software can see significant improvement in both the quality and speed of output.

Integrating advanced technologies and automation tools into workflows can help streamline processes and reduce the time spent on repetitive tasks. The implementation of automated processes enables employees to dedicate their attention to more sophisticated responsibilities that necessitate analytical thinking and innovative problem-solving abilities, thereby enhancing overall productivity. Example: The implementation of Robotic Process Automation (RPA) in the field of human resources can facilitate the delivery of enhanced services, thereby ensuring compliance with established standards and regulations. In the context of the ongoing development of the human asset management framework, the Computerization Anyplace (AA) tool was identified as a key solution. AA is a prominent provider of RPA solutions within the industry. The AA tool offers robust and user-friendly program automation capabilities. Robots can improve speed and quality, work continuously, further reduce service inaccuracies, thereby reducing the number of errors and improving availability and stability in delivery (Fig.1.3) [21].

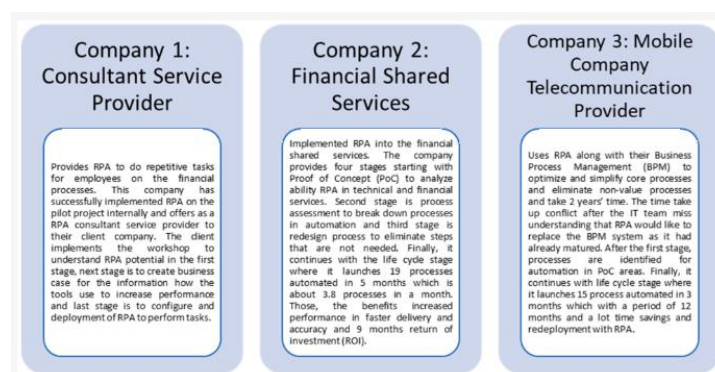


Fig.1.3: Company Consultant service provider

Source: *Robotic Co-Workers for Work and Workforce Sustainability*

Enhancing Employee Motivation and Engagement:

Motivated employees are generally more productive. Organizations can improve productivity by implementing recognition programs, offering incentives, and fostering a positive work environment that promotes engagement [18]. Example: Offering performance-based bonuses and public recognition for outstanding work can boost employee morale and encourage higher productivity.

Improving Work-Life Balance:

It is of paramount importance to ensure that employees have a healthy work-life balance in order to maintain high levels of productivity. The implementation of flexible working hours, remote work options and wellness programmes can assist employees in the management of stress and the avoidance of burnout, which in turn leads to sustained productivity.

- Example: Companies that offer flexible work schedules have reported lower absenteeism rates and increased employee output.

Redesigning Jobs and Workflows:

Job redesign involves restructuring tasks to make them more engaging and aligned with employees' strengths. Streamlining workflows to eliminate unnecessary steps and creating a better flow between tasks can significantly improve labor productivity. Example: Simplifying approval processes or reducing redundant steps in project management can improve efficiency.

Setting Clear Goals and Expectations:

Establishing clear performance goals and providing employees with regular feedback ensures that they are aligned with organizational objectives. This clarity helps employees focus on achieving specific targets, which enhances productivity [19]. Example: Making SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) helps workers stay focused and get more done.

Providing the Right Tools and Resources:

Giving workers the right tools, software, and resources to do their jobs well can greatly improve their productivity. Old or not good enough tools can make work

slower and cause mistakes. Example: Making sure workers have fast internet, updated computers, and teamwork software can help them get more done by minimizing delays.

III. The Relationship between Labor Productivity and Enterprise Success

In Human Resource Management (HRM), increasing worker productivity is very important for a company's success. Labor productivity shows how well workers are able to produce products or services. On the other hand, a business's success is usually looked at through its profits, growth, and how well it competes in the market. HR professionals pay close attention to the connection between the two because boosting worker productivity can greatly improve how well a company performs and lasts over time. By making workers more efficient, companies can become more competitive in the market and benefit both financially and socially. At the same time, making workers more productive can help businesses compete better and handle risks, which creates a strong foundation for their long-term growth.

Labor Productivity Drives Profitability:

When workers are more productive, it helps the company make more money. When workers can create more goods or services with the same amount of time or resources, the company saves money and makes more profit. Using labor efficiently lowers extra costs and production expenses, which lets businesses spend money on growth or making profits. Example: Companies that are good at using their workers efficiently usually make more money than their competitors because they can produce products cheaper and in larger amounts.

Competitive Advantage and Market Position:

Companies that keep their workers productive have a better chance to compete in their market. When businesses work more efficiently, they can quickly meet customer needs, create new ideas better, and sell their products or services at lower prices. This makes the company stronger in the market and helps it keep and attract customers. Example: A tech company that regularly makes work more efficient by using machines and training its workers will probably launch products faster than

others. This gives them an advantage over their competitors.

Employee Satisfaction and Retention:

Labor productivity isn't just about how much work is produced; it's also about how well employees are involved and inspired to do their jobs. There is a strong connection between how much work gets done and how happy employees are. Companies that train their workers, give them the right tools, and acknowledge their good work usually have happier employees. This leads to fewer people leaving the company and helps the business succeed over time. Example: A company that uses strategies to help workers be more productive, like offering flexible hours and setting clear goals, is likely to keep its best employees and keep everyone happy.

Innovation and Growth:

When workers get better at their jobs, it can help a company come up with new ideas. When workers do their jobs better, they have more time and tools to come up with new ideas and solve problems creatively. This helps create new products, make things work better, and grow the business. Example: A factory that uses technology to work better can spend more time and money on creating new products, which helps the business grow.

Long-term Sustainability:

Labor productivity is very important for the long-term success of businesses. Businesses that keep trying to work better can survive tough times, adjust to changes in the market, and stay financially strong. On the other hand, companies that don't improve their productivity are more likely to have money problems and lose customers over time [20]. Example: When the economy is doing poorly, companies that work efficiently can cut costs and stay profitable. In contrast, companies that are not very efficient might have a hard time staying in business.

This chapter combines information from three important areas: the basic ideas behind managing people at work (HRM), how work is organized, and why being productive is important for a business to succeed. HRM has changed from just doing administrative tasks to being an important part of how well an organization performs. History, like laws about workers' rights, has influenced how HRM works today.

Basic ideas, from Scientific Management to Strategic HRM, emphasize the need to connect HR activities with the overall goals of the business. Recent trends highlight the importance of technology, the experiences of employees, and diversity. This shows a move towards more inclusive and data-based methods.

The organisation of work within a company is of significant importance with regard to the enhancement of productivity and the maintenance of employee satisfaction. It is of significant importance to recognise the value of fundamental concepts such as the division of tasks, the delineation of roles and the capacity for adaptation, as these are fundamental to the enhancement of efficiency. The way an organization is set up, whether it has many management levels, just a few, or is based on teams, affects how people work together and make choices. We can make the work environment better by regularly improving our processes and changing job roles to match workers' skills with the company's goals.

In the end, worker productivity is an important measure for judging how well a business is doing. It is closely linked to making money and staying ahead of competitors. Things like using new technology, providing training, and finding a good balance between work and personal life can greatly affect how much work can get done. The implementation of strategies designed to enhance productivity, including the involvement of employees, the alteration of job roles, and the establishment of transparent objectives, facilitate the formation of a motivated team. This, in turn, renders the company more adept at adapting to a shifting market landscape.

In short, using a thoughtful plan that combines HRM ideas, good teamwork, and ways to boost productivity is important for achieving lasting business success. This helps to use people as a key advantage in a changing world.

CHAPTER 2

ANALYSIS OF THE CURRENT PRACTICE OF HR MANAGEMENT OF THE ENTERPRISE

2.1 Current technical and economic characteristics of New Oriental Education & Technology Group

New Oriental Education Technology Group Co., Ltd. is a Chinese education group based in Beijing. It offers a range of educational services, including quality education, international education, adult education, smart education, book and cultural creativity, and live streaming e-commerce.

The company has established a number of well-known and respected brands, including Unused Oriental, Starry Sky Kindergarten, Modern Oriental Children's Learning Center, Modern Oriental Savvy Learning Center for Center School, Unused Oriental Worldwide Instruction, Unused Oriental Ponder Overseas for Long Haul, Modern Oriental Learning and Advancement Center for College Understudies, and Modern Oriental Smart Instruction. The company commenced trading in New York in 2006, becoming the first school in China to be registered in the United States. By May 2014, Modern Oriental had established 56 schools, 31 bookstores and 703 learning centres in 50 cities. The company has provided tuition to 20 million students. On 1 February 2016, New Oriental Education Group announced that Tencent would invest RMB 320 million (USD 50 million) in Xuncheng (also known as New Oriental Online) and that New Oriental Online would soon go public in China[22]. This investment should be finished in the first quarter of 2016. After that, Xuncheng will still be controlled by New Oriental.

In December 2019, New Oriental was selected as one of the 100 exemplary brands at the 2019 China Brand Power Awards. On December 8, 2020, New Oriental was awarded the "2020 Social Responsibility Public Welfare Enterprise" award by CCTV. New Oriental Online announced on 25 October 2021 that it would stop

offering extra classes for required subjects in mainland China. On 15 November 2021, it said it would stop teaching K-9 subjects at all its learning centres across the country by the end of 2021. It will focus on educational products and services that are not related to dog training in the future. This includes things like exam prep courses, adult language classes, and textbooks. Our company will keep looking for new ways to grow and find business opportunities. On November 25th, it was announced that New Oriental started providing Chinese classes in the United States. On December 28, New Oriental will launch the live broadcast platform "*EAST BUY*"(Fig.2.1), and at 8:00 on December 28, Yu Minhong will hold the first live broadcast of agricultural products in Tiktok. In July 2022, Dongfang Youxuan (Beijing) Technology Co., Ltd. applied for registration of multiple "*EAST BUY*" live broadcast room anchor names and trademarks, including "Dong Yuhui" and others.

Main Business Structure

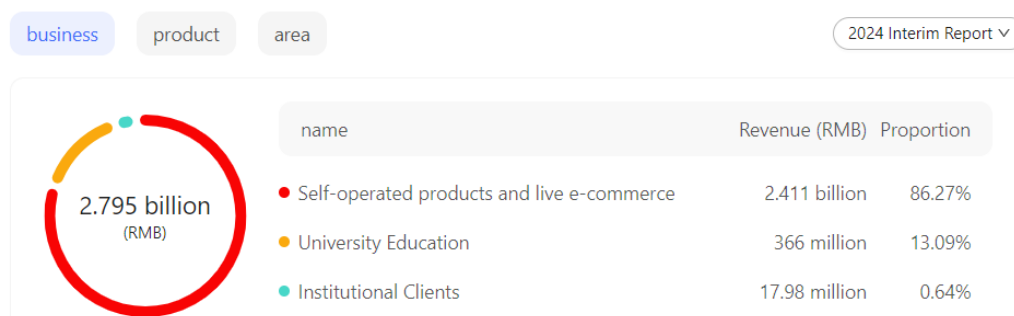


Fig.2.1: EAST BUY-Main Business Structure

Source: Baidu Stock Market, <https://gushitong.baidu.com/stock/hk-01797>

In July 2023, the official WeChat official account of New Oriental published an article entitled "Re entrepreneurship! New Oriental Cultural Tourism!", which said that after the *EAST BUY*, New Oriental started again to officially explore cultural tourism. We will provide high-quality cultural and tourism services for middle-aged and elderly people, with a focus on cultural happiness, knowledge and personal pursuits.

I. Current technical characteristics of New Oriental Education & Technology Group

New Oriental's core business includes language training (such as IELTS, TOEFL and other overseas exam tutoring), K12 subject education (tutoring from elementary school to high school), and study abroad consulting services. In addition, the development of online education has become an important engine for its business growth. Since 2014, the group has launched New Oriental Online (Oriental Youbo), covering multiple cities across the country and further penetrating into third and fourth tier cities. As one of the leading enterprises in China's education industry, New Oriental Education Technology Group has significant industry representativeness in terms of technology and economic characteristics.

New Oriental Education Technology Group continuously innovates in technology and actively introduces advanced educational technologies and teaching methods. For example, using big data to analyse students' learning and give them personalised advice; developing online education platforms to share high-quality resources; using AI for intelligent grading and answering questions. These technologies improve teaching and enhance students' learning experience.

New Oriental's innovation in the field of educational technology mainly focuses on the following aspects:

The application of artificial intelligence technology: New Oriental improves personalized teaching effectiveness by developing artificial intelligence (AI) systems. Its AI technology includes intelligent homework grading, learning data analysis and other functions, helping teachers to more accurately evaluate students' learning progress and make personalized learning plans based on learning behavior.

AI is the main idea of the Fourth Industrial Revolution. It's a broad concept that includes many different fields of study. AI means smart machines and the methods used to create them. It mainly involves computer science and engineering. Digital technology with AI is starting to have an impact on everyday life by changing how

people think and behave. Peter Norvig and Stuart Russell wrote an important beginner's book about AI called "AI: A Modern Approach. " In it, they gave 8 different definitions of AI. They defined AI with 4 basic categories as humanely thinking and humanely acting and rationally thinking and acting (Table 2.1). AI researches generally follow these 4 approaches [24]. The first two approaches in the table focus on how we think and reason. In contrast, the third and fourth approaches focus on actions and how important they are to define AI.

Table 2.1

AI Definitions and Categories

1) Thinking like human • The efforts to make robots think... robots with full and real minds (Haugeland, 1985). • Automation of activities individuals link with (decision making processes, problem solving and learning) (Bellman, 1978).	2) Rational thinker • Examining mental strength through the utilization of computational models (Charniak & McDermott, 1985). • The study of calculations which make it possible to observe, reason and act (Winston, 1992).
3) Behaving like a human • The art of creating machines which performs intelligent functions when implemented by people (Kurzweil, 1990). • The study of how robots can do things that people are currently better at (Rich & Knight, 1991).	4) Acting rationally • Computational intelligence which is the study of designs of intelligent agents (Poole, Mackworth, & Goebel, 1998). • AI... is about intelligent behaviours in artefacts (Nilsson, 1998).

Source: (Norvig & Russell, 2010, p. 2)

Artificial intelligence technology is increasingly developing, and AI technology in educational institutions is very important and capable of changing country. AI and human intelligence are two ideas that people often compare. They have things in common, but they are also different. It's important to know the main points and differences between the two ideas (Table 2.2), especially in education (Hao, 2019).

Table 2.2

Comparison of AI and Human Intelligence in Education

Features	AI in Education	Human Intelligence in Education
Permanence of information	- Robots do not forget any information they have. Knowledge is permanent. - Robots do not forget the capacity of students and what they teach. - They can understand easily whether students understand a topic or not.	- Information is not permanent but cannot be deleted. - Teachers may forget the information they will teach. They can have some illness which affects the teaching quality. - Because teachers give classes to many students, they may just remember the certain number of the information about students.
Transfer information	- Digital information can be easily copied and transferred to other places. - Information can be designed according to students or audients' capacity. - Every kind of the information can be taken by AI. For every information, references can be given instantly. - Students can ask every question without hesitation.	- The quality and limit of information transfer may vary depending on teachers' capacity. - Teachers may not understand the real capacity of students. - Students can be shy or afraid of asking questions to teachers. - Teachers may not answer all questions of students or give wrong answers.
Cost	- The creation of digital information and AI system can be costly. But later the teaching can repeat itself with the lesser cost. - Education institutions do not need to pay AI teachers. One time paying for manufacturers is enough.	- Teaching each person individually is variable, costly and time-consuming due to factors such as age and cognitive capacity. - Teachers should be paid regularly. - When teachers should be paid less than they deserve, they may not teach students well or they do not care students or they work less.
Consistency	- It is consistent and the teaching is always the same under the same conditions for certain students. - The certain quality can be achieved every time. Students do not need to choose AI schools about the quality of the teaching.	- The quality of the teaching may differ. There are many factors that can affect teaching, such as experience, education level, intelligence. - For instance, some students want to go to some schools for their education level because of teachers' quality.
Creativity	They cannot develop any will,	Teachers can develop new and original
	consciousness, or desire which affects their quality and creativity.	ideas, objects, systems by going beyond traditional ways of teaching.
Reasoning Power	Today, AI in educational systems work in a narrow field and with the low capacity.	Teachers can benefit from their experience in other issues and have a broad perspective to teach students in a better way.

Source: Nabiye (2003: 94) (edited by the author)

The AI technologies used for data analysis include MATLAB, Cywrite, and Moodle. For example, students in the Moodle system who obtain degrees are not considered as "online" courses and are fully equivalent to face-to-face diplomas.

Similar to online education systems like Moodle, New Oriental has also developed its own online learning platform and continuously upgraded it.

Upgrade of online education platform: Since the outbreak of the epidemic, New Oriental has vigorously developed online education and launched platforms such as "New Oriental Online" and "Oriental Youbo". These platforms not only provide live courses, but also add AI tutoring and intelligent evaluation functions, optimizing the online learning experience. In addition, New Oriental has also introduced big data analysis technology to analyze students' learning habits and provide personalized learning feedback.

The way we teach about AI can help bring good education to faraway places that don't have it, making it easier for everyone to learn. Online classes, digital books, and e-learning sites make education easier for more people, including those with disabilities. Technology makes it possible for students to learn in ways that fit their specific needs. Adaptive learning algorithms can analyze a student's performance and adapt the curriculum to match their pace and comprehension level [23].

Schools can use data analysis to keep track of how well students are doing, find out where they need help, and make smart choices about what to teach and how to teach it. This data-driven approach enhances the effectiveness of the education system over time [23]. Online courses and resources help teachers learn the newest ways to teach and use technology, which improves the quality of their teaching.

With the application of technology, especially the advancement of online education, New Oriental's demand for technology developers and product operation teams has increased. In the traditional education model, the number and quality of teachers determine the teaching effectiveness, but the acceleration of technological innovation has prompted enterprises to increase the allocation of technical personnel to maintain platform operations and promote the efficient implementation of online and offline hybrid models.

II. Current economic characteristics of New Oriental Education & Technology Group

From an economic perspective, New Oriental Education and Technology Group has strong profitability and market competitiveness. At the same time, New Oriental also focuses on brand building and market expansion, continuously expanding its market share through a combination of online and offline methods. These efforts have enabled New Oriental to maintain a leading position in the education industry and achieve good economic benefits. In recent years, the company has undergone significant changes in market environment, financial performance, and business model.

Market position:

New Oriental is one of the largest education and training institutions in China, with a wide customer base and diverse product lines. It has a strong market share in language training, study abroad exam coaching (such as TOEFL, IELTS, etc.), and K-12 education coaching.

Market Challenges and Innovation:

In recent years, China's education and training industry has developed rapidly, but at the same time, some problems have also been exposed, such as excessive competition and uneven training quality. In order to regulate the education and training market, the Chinese government introduced the "double reduction" policy in 2021, aimed at reducing students' extracurricular burden and family education expenses. The implementation of this policy has had a profound impact on training institutions.

The “double reduction policy” clearly divides the boundaries between subject based training and quality based training [26]. Subject based training mainly involves students' academic courses, such as Chinese, mathematics, English, etc., while quality based training includes nonacademic fields such as sports, art, and technology. This division limits the business scope of training institutions in subject based training and requires them to shift their focus to quality based training. The double reduction policy clearly stipulates the scope of subject based training and quality based training, and training institutions need to adjust their business structure according to policy

requirements [25]. Many training institutions have had to reduce or cease subject based training services, which directly affects their revenue structure, as subject based training is often the main source of income and profit for training institutions.

Under the influence of the "double reduction policy", through financial data analysis of New Oriental's annual report for the 2021-2024 fiscal year, New Oriental's operating revenue for the 21/22 fiscal year was \$3.105 billion, a year-on-year decrease of 38.25% (Fig.2.2).

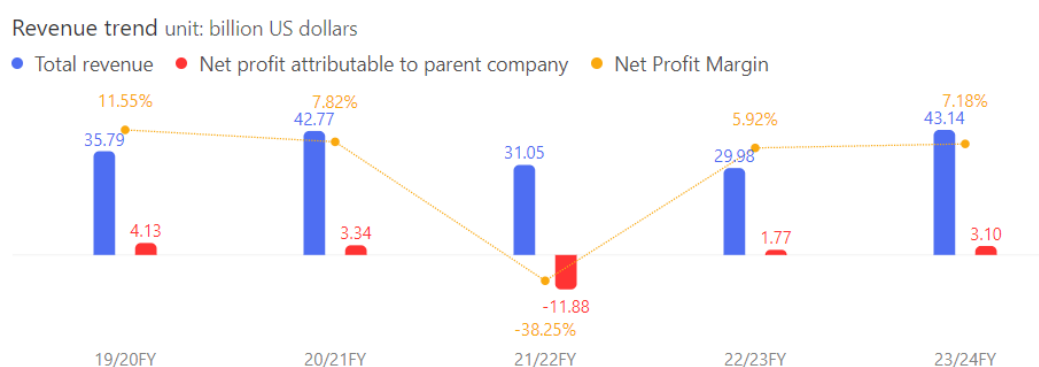


Fig.2.2: New Oriental-23/24FY AI Financial Report Interpretation

Source: Baidu Stock Market, <https://gushitong.baidu.com/financial-detail/stock/us-EDU?fiscalYear=2023&quarter=FY>

With the continuous development of Internet technology, live delivery has gradually become a new consumption mode [26]. In the field of education, live streaming e-commerce provides an innovative teaching model for educational institutions, especially with the rise of the education live streaming industry chain, which further promotes the development of vocational education [27]. Live streaming sales not only sell products, but also convey knowledge and skills. Educational institutions can introduce practical teaching content into the classroom through live streaming sales, allowing students to learn and master knowledge through practice. In this regard, the transformation of New Oriental's live streaming sales is undoubtedly successful. Nowadays, *EAST BUY* has gained fame and accumulated a large number of fans.

Thanks to the support of Dongfang Zhenxuan's innovative online live

streaming sales project and the development of online education, New Oriental's revenue has grown rapidly under the dual pressure of the epidemic and the "double reduction policy". According to New Oriental's latest financial report (Fig.2.2), in the 22/23 fiscal year, New Oriental's total revenue was RMB 2.998 billion, a year-on-year increase of 5.92%. In the 23rd/24th fiscal year, New Oriental's total revenue was RMB 4.314 billion, a year-on-year increase of 7.18%.

Transformation:

With changes in policies and market demand, New Oriental has accelerated the transformation of online education and launched multiple online courses and products to meet the growing demand for online learning. Lu Mingxin pointed out that under the background of the "double reduction" policy, a large number of K12 education and training institutions have begun to explore the path of transformation, adjust their direction of progress, and have begun to attack fields such as art education, quality education, vocational education, and technological development [28].

Profitability:

At the end of 2019, the COVID-19 broke out, and the development trend of New Oriental was still stable (Table 2.3) [30]. From the table below, we can see the profitability of New Oriental from 2018 to the first half of 2022. In the fiscal year 2020, New Oriental Group achieved a revenue of 3.579 billion US dollars, a year-on-year increase of 15.6%, and a net profit attributable to the parent company of 413 million US dollars, a year-on-year increase of 73.6%. This was mainly due to New Oriental's conversion of offline courses into online small class courses through its self-developed OMO system, which was widely recognized and welcomed by students, and also invested more resources into K-12 business [29]. The growth of New Oriental's revenue in the 2021 fiscal year is mainly attributed to the development of its K-12 business. Affected by the "double reduction" policy in the fiscal year 2022, New Oriental Group's operating revenue was 3.105 billion US dollars, a year-on-year decrease of 27.39%, and its net profit attributable to shareholders decreased by 455.16% year-on-year [30].

Table 2.3

Profitability analysis unit of New Oriental from 2018 to 2022 (US \$100 Million)

Project	2018/5/31	2019/5/31	2020/5/31	2021/5/31	2022/5/31
Business income	24.47	30.96	35.79	42.77	31.05
Gross profit	13.82	17.20	19.90	22.40	13.51
Net profit attributable to the parent company	2.96	2.38	4.13	3.34	-11.88

Source: Baidu Stock Market

Through business model innovation, business transformation, application of artificial intelligence, customer maintenance, and rational utilization of human resource management, New Oriental has improved its profitability by diversifying its revenue sources and optimizing operational efficiency, resulting in a stable gross profit margin in recent years (Fig.2.3), rising from 43.51% in 21/22FY to 53% in 22/23FY, a year-on-year increase of 21.81%. In the 23/24FY period, the gross profit margin decreased by 1.02%, slightly lower, possibly due to factors such as intensified market competition, rising costs, or product restructuring.

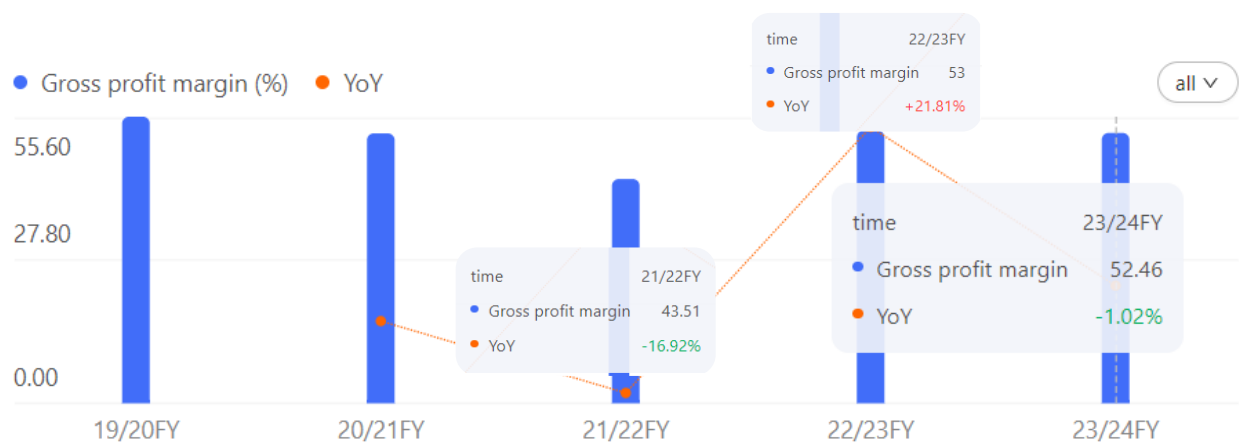


Fig.2.3: New Oriental-Financial Statements-Gross profit margin

Source: Baidu Stock Market, <https://gushitong.baidu.com/stock/us-EDU?mainTab>

New Oriental Education and Technology Group has demonstrated a strong market position and growth potential in terms of economic characteristics, but also faces challenges brought by policies and market environment. The future

development of the company will depend on its ability to transform and adapt to the market in the field of online education.

In summary, through analysis, we have learned that driven by both technology and policy, New Oriental's human resource demand is gradually shifting from traditional teacher positions to technical and online content development positions. In the past few years, the K12 business line has experienced a significant loss of teachers due to policy adjustments, while the development of online education has absorbed more technical talents. New Oriental's online education business has rapidly developed after the pandemic, driving income recovery and growth, but at the same time, it has increased the demand for technical personnel. The company has had to adjust its recruitment strategy and focus more on technical and product development talents, leading to changes in the overall labor structure and corresponding increases in human resource management costs, resulting in a series of issues related to the rational utilization of labor resources.

2.2 Analysis of the main problems of rational use of labor resources at New Oriental Education & Technology Group

As a leading enterprise in China's education industry, New Oriental Education Technology Group has a large team of teachers, administrators, technicians, and managers. With the expansion of the company's scale and changes in market demand, how to efficiently and reasonably utilize labor resources has become an important issue for New Oriental. This chapter will analyze in detail the main problems in New Oriental's labor resource management from the aspects of uneven distribution of teacher resources, insufficient employee training and career development, shortage of online education technology talents, lack of performance management mechanism, and imperfect employee welfare and incentive system.

I. Uneven distribution of teacher resources

Uneven regional distribution: New Oriental operates in different cities and

regions of China, with a wide coverage of educational services. However, the distribution of teacher resources presents an uneven state. First tier cities and economically developed regions have concentrated a large number of high-quality teacher resources, while the teaching staff in third - and fourth tier cities are relatively weak, resulting in significant differences in teaching quality and services. This imbalance not only affects the brand image of New Oriental in different regions, but also limits the company's business expansion nationwide.

New Oriental says that in 2023, 40% of teachers in China will be in Beijing and Shanghai, while 20% will be in third- and fourth-tier cities. The high concentration of teacher resources reflects the imbalance between market demand and labor force distribution. When recruiting teachers, New Oriental has set extremely strict selection criteria, including written exams, interviews, foundation assessments, lesson preparation, trial teaching, and other multiple stages, to ensure the professional ability and teaching level of teachers. This high standard selection mechanism has resulted in relatively limited teacher resources that can enter New Oriental, leading to a highly concentrated phenomenon in the market.

New Oriental's strict requirements and high-quality demand for teacher resources have further exacerbated the market imbalance. New Oriental requires teachers to read a certain number of books every year and pay attention to their professional development and knowledge updates. This high demand for teachers' personal qualities and professional knowledge has driven the market's demand for high-quality teachers, while the supply side appears insufficient due to strict selection mechanisms, thereby exacerbating market imbalances.

Impact:

Due to the concentration of teaching staff, New Oriental's curriculum quality and teaching services in first tier cities far exceed those in third - and fourth tier cities. This phenomenon not only affects the learning experience of students in third - and fourth tier cities, but also increases the recruitment and training costs of teachers for New Oriental in these areas. In addition, uneven resource allocation may

exacerbate teacher mobility, leading to the concentration of excellent teachers in first tier cities, while remote areas face problems of teacher turnover and recruitment difficulties.

Uneven distribution of course types: Teacher resources are not only unevenly distributed geographically, but also reflected in the allocation of different types of courses. One of New Oriental's core businesses is language training, especially English training, so the company focuses a lot of resources on recruiting and training language training teachers. However, for other courses such as K-12 subject tutoring, vocational education, etc., there is insufficient reserve of teaching staff, resulting in a significant gap in the teaching quality of these courses compared to language training.

Impact:

This uneven distribution of resources directly affects the expansion of New Oriental's diversified business and limits its market competitiveness in K-12 and other emerging education fields. If the allocation of teaching resources for different courses cannot be balanced, the overall business structure of New Oriental may overly rely on certain specific business sectors, which will affect long-term development.

II. Insufficient employee training and career development

Insufficient employee training system: The rapid expansion of New Oriental has led to a surge in the recruitment of teachers and administrative staff, but the company's training system has not developed in sync, especially with a significant gap in training for new employees and part-time teachers. New employees often fail to receive sufficient training in vocational skills and teaching methods after entering the company, resulting in many challenges they face in their actual work.

According to an internal survey conducted by the company in 2023, about 60% of new employees stated that they did not receive sufficient training within their first year of employment, especially part-time teachers who struggled to adapt to high-intensity teaching tasks due to the short training time [33]. This not only affects the work efficiency of employees, but also has a negative impact on the learning

outcomes of students.

Impact:

The insufficient training system leads to high work pressure for employees, especially new employees. Lack of sufficient guidance and training can cause them to face many challenges in the early stages of teaching, affecting the quality of teaching and student experience. In the long run, employees' career development prospects are limited, leading to an increase in company turnover rates, especially threatening the stability of the teaching staff. In recent years, artificial intelligence technology has been widely applied. Artificial intelligence technology can comprehensively analyze the needs, job characteristics, and personal strengths and weaknesses of employees in different departments, and develop scientific and reasonable training plans based on the talent development goals of the enterprise [34].

Unclear career development path for employees: Although New Oriental provides some career development and promotion channels, the existing system is relatively single, especially for employees in teaching positions, lacking clear career development paths. Some teachers have expressed that the company has failed to provide sufficient promotion opportunities and their career development has stagnated. This phenomenon is particularly common among middle-level teachers and part-time teachers.

Impact:

The lack of career development opportunities leads to a lack of motivation for employees to stay in the company for the long term, especially for excellent teachers who may choose to resign due to a lack of career prospects, affecting the company's talent reserve and the stability of teaching quality.

III. Shortage of online education technology talents

With the rapid development of New Oriental's online education business, the demand for technical talents is increasing day by day. The development, maintenance, and upgrade of online education platforms require a large number of IT developers, data analysts, and platform maintenance personnel. However, due to the

scarcity of technical talents in the education industry and fierce competition for technical talents in other industries, New Oriental faces difficulties in attracting and retaining technical talents.

In 2023, the vacancy rate of the New Oriental Online Education Technology team is as high as 15%, and the recruitment cycle for many key technical positions exceeds 6 months. The shortage of such technical talents greatly limits the development speed and service quality of online education platforms [32].

Impact:

The shortage of technical talents directly affects the expansion of New Oriental's online education business, limiting the development of new platforms and features. Insufficient platform maintenance may lead to a decrease in user experience and affect the effectiveness of students' online learning. Meanwhile, long-term technological shortages will also increase development costs and affect the profitability of the company's online education business.

IV. The performance management mechanism is not perfect

The existing performance evaluation system mainly focuses on offline teaching and lacks scientific evaluation of online teaching teachers. New Oriental's teacher performance evaluation standards rely more on students' exam scores and classroom performance, while for online course teachers, the evaluation of teaching quality and student participation is relatively lagging behind. There are many problems in human resource management of private enterprises, among which the most prominent are the lack of scientificity, insufficient targeting, and imperfect incentive mechanisms in performance management [31].

Impact:

The imperfect performance evaluation system leads to inconsistent evaluation criteria between online and offline teaching teachers, which affects the fairness of performance incentive mechanisms. This is not only detrimental to the enthusiasm of teachers, but may also lead to some teachers neglecting the long-term development of teaching quality in order to improve performance.

School administrators often place too much emphasis on teacher performance evaluation and tend to design easily quantifiable indicators, while ignoring implicit indicators that are difficult to capture but have extremely high value. They often only focus on the results and overlook the professional autonomy and developmental evaluation of teachers [35]. The autonomy of teachers is weakened, and they gradually become single knowledge transmitters and executors of various commands [36].

V. Insufficient employee benefits and incentives

The employee welfare system of New Oriental mainly focuses on basic salary and social insurance, but relatively lacks other noneconomic benefits such as employee care, career development opportunities, and incentive measures. In 2023, an internal survey within the company showed that nearly 45% of employees were dissatisfied with the welfare benefits provided by the company, especially those in teaching positions [33].

Impact:

Insufficient welfare and incentive systems can affect employees' job satisfaction and loyalty. The decrease in employee job satisfaction and insufficient welfare system, especially the lack of noneconomic benefits, have led to a lack of sense of belonging and happiness among employees, especially those in teaching positions. The decrease in employee satisfaction may directly affect their work efficiency and teaching quality, thereby affecting students' learning experience and satisfaction. In addition, when employees feel that welfare benefits are insufficient and career development opportunities are limited, they may seek other companies that provide better welfare and career development. This has made more workers, especially important ones like teachers, leave the company. Having many staff changes increases the costs of hiring and training new workers. It also affects how stable the team is and how well they do their jobs.

2.3 The assessment of staff turnover of New Oriental Education & Technology Group

Looking at employee turnover is very important for understanding how the workforce works at New Oriental Education Technology Group. In a competitive school setting like New Oriental, it's important to understand why employees leave and what causes this to happen. This helps workers stay busy, save money, and make the organization work better. By examining the reasons and data about why employees leave, New Oriental can manage its workers better and build a happier and more stable team.

I. Employee Turnover Rate Statistics

To figure out why employees quit, we need to check some key numbers first, such as how many people are leaving the company, how many new workers we are bringing in, and how many current employees are getting promoted. These numbers give a clear view of how employees come and go in the company, helping us understand the hiring and leaving trends.

Key Metrics:

- Employee Turnover Rate: This shows how many employees leave the company in a certain time period. A high turnover rate could mean that employees are unhappy, that there is a lot of competition for jobs, or that the work conditions are poor.

Employee turnover refers to the departure of employees, and the most common indicator that comes to mind when employees leave is the turnover rate. However, simply considering the turnover rate often masks the problem due to the increase in the number of employees leaving different categories [37]. So it is necessary to further refine and break down the turnover rate (Table 2.4) [37], such as observing the turnover rate of new employees, high-performance employees, senior employees, and high-level employees, in order to more accurately identify the problem.

Table 2.4

Refined indicators of turnover rate

Indicator	Indicator Description	Calculation method
Number of resignations	The number of employees who have resigned within a certain period of time	Number of resignations during the period
Number of employed individuals	The maximum number of current employees in a certain period of time	Number of employees at the beginning of the period+number of employees increased in the current period
Employee turnover rate	The proportion of departing employees to current employees	Number of employee resignations during the period \ (number of employees at the beginning of the period+number of employees added in the current period) * 100%
New employee turnover rate	The proportion of employees who have been employed for less than six months among the departing employees	Number of employees who left within six months of joining during the period \ Number of employees who left during the period * 100%
High performance employee turnover rate	The proportion of employees with an average performance of A among departing employees	The number of employees with an average performance of A among the number of resignations during the period divided by the number of resignations during the period multiplied by 100%
Resignation rate of senior employees	The proportion of employees who have been with the company for more than three years among the departing employees	Number of employees who have been with the company for more than three years among the number of resignations during the period divided by the number of resignations during the period multiplied by 100%
Resignation rate of vocational college employees	The proportion of employees with a rank of P5 or above among departing employees	The number of employees with a rank of p5 or above in the number of resignations during the period divided by the number of resignations during the period multiplied by 100%

Source: Compiled by author based on visual analysis of employee turnover rate

- New Employee Onboarding Rate: This measures the inflow of new talent. Tracking this alongside turnover helps determine whether the company is successfully replacing outgoing staff or if there is a net loss in human resources.

- Internal Mobility Rate: This reflects the movement of employees within the organization, such as promotions or departmental transfers. High internal mobility can suggest strong internal career development opportunities, which may reduce external turnover.

Example of Employee Turnover Data:

According to the survey data of current and former employees of SJZ branch, among the 169 knowledge-based employees who left in the past 4 years, there were 113 employees aged 20-25 and 47 employees aged 26-30, accounting for 94.7% of the surveyed departing employees (Fig.2.4).

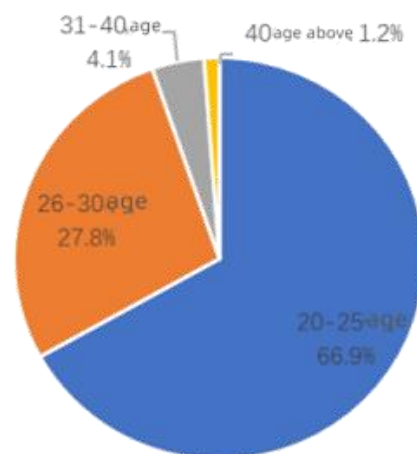


Fig.2.4 Proportion of knowledge worker turnover age groups

Source: Compiled by author

In the above example, we observed that compared to other age groups, the turnover of knowledge workers is becoming younger and younger. Young people generally exhibit the characteristic of feeling good about themselves, believing that their short-term accumulated experience and knowledge reserves are sufficient to find better jobs in other similar enterprises [38]. Due to stable family and other factors, the turnover rate of employees over the age of thirty will significantly decrease.

II. Analysis of Reasons for Employee Turnover

Understanding why employees leave is as important as knowing how many do. Turnover reasons can be classified into several categories: personal factors, organizational factors, and external industry factors.

Personal Factors:

- Compensation and Benefits: One of the most commonly cited reasons for leaving an organization is dissatisfaction with salary and benefits. Studies show that good pay is very important for keeping workers, especially in jobs like teaching, where pay can be less than in other fields [42].

- Work-Life Balance: Teachers and staff at New Oriental might have a lot of work and stress because of tough competition and pressure to do well. Over time, this can cause people to feel really tired and leave their jobs.

- Job Growth: Workers tend to leave if they feel there aren't enough chances to advance in their careers. At New Oriental, teachers who don't see a way to move up in their jobs might look for other options.

Organizational Factors:

- Company Culture and Leadership: A positive workplace culture that values inclusion, fairness, and appreciation can greatly help keep employees. On the other hand, bad management or a negative work environment can make employees want to quit [41].

- Work environment: Things like not having enough tools, resources, or help from management can make people unhappy with their jobs. Teachers who don't have the right teaching tools or struggle to manage their classrooms might think about moving to schools with better resources.

External Factors:

- Industry Trends: Lately, more online learning websites and programs have become popular in education. This change brings in new competitors for New Oriental and also gives its employees more job options. Some of them might like the flexibility of working for online schools [40].

- Competitor Activity: Competitors offering better pay, flexible work schedules, or more innovative teaching methods may attract New Oriental's employees.

Example of Turnover Reasons Data:

According to the analysis of the reasons for the turnover of knowledge-based employees in New Oriental SJZ Branch, the salary level set by SJZ Branch does not have an advantage (Fig.2.5).

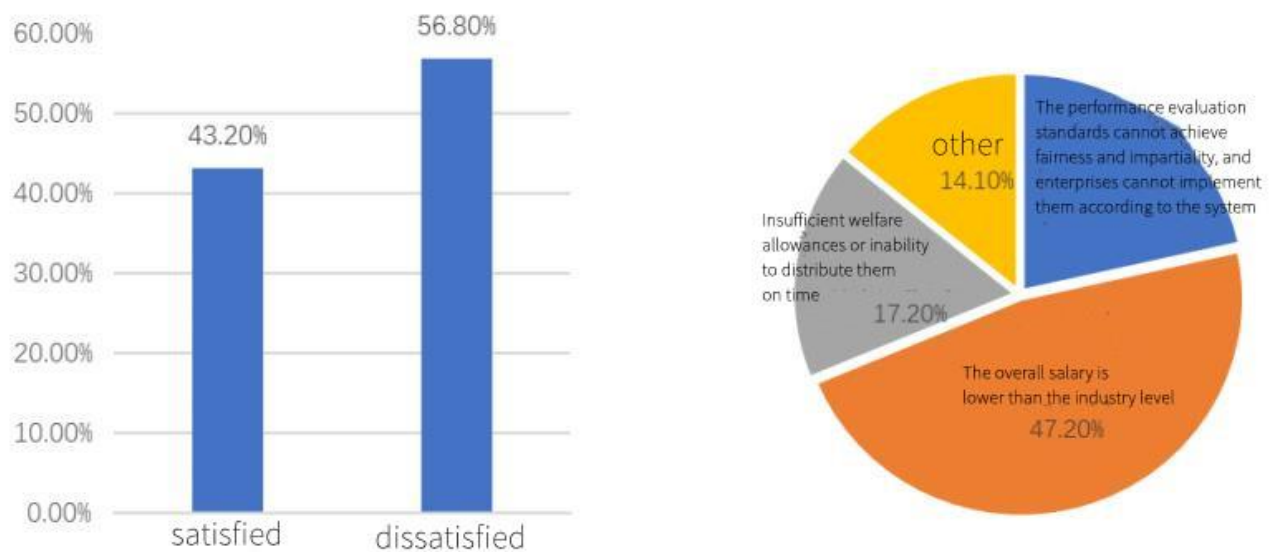


Fig.2.5 Analysis of Salary Satisfaction and Reasons for Dissatisfaction among Knowledge Workers in Service

Source: Compiled by author

It can be seen that the imperfect incentive system cannot effectively stimulate employees' work enthusiasm. SJZ branch needs to improve the principle of salary fairness. For employees with rich teaching experience, their salaries are the same as those without work experience, which can lead to unfairness among employees.

It can be seen from the survey form of knowledge-based employees (Fig.2.6) that employees have low satisfaction with the company's training system.



Fig.2.6 Proportion of satisfaction and reasons for dissatisfaction with the training system for in-service knowledge-based employees

From the survey results, it can be understood that SJZ branch did not clearly inform employees of their promotion paths and various qualification standards when training new employees. New Oriental has special regulations that require new employees, regardless of their length of service or job type, to receive training from the company. Every department will participate in the training, and in order to attract excellent talents, departments do not communicate with each other about the training content, resulting in a long training cycle. For most new employees, the issues they want to know about such as welfare benefits, salary standards, and promotion paths are rarely discussed.

In addition, the development space for employees within New Oriental also has significant limitations. The corporate management culture of New Oriental places great emphasis on performance, and its corporate culture conflicts with the system. Perhaps at the beginning of their employment, every employee was attracted by the pursuit of excellence, the challenge of limits, the search for hope in despair, and the eventual glory of life [39]. But not every employee can adapt to and identify with this culture, and the employees who ultimately stay are in line with the company's cultural philosophy.

By looking at how often employees leave the company and understanding why

they do, New Oriental can make better choices about its hiring and management plans. To reduce the high number of teachers leaving their jobs, we might need to change pay and improve work-life balance. By knowing why employees choose to stay or leave, New Oriental can keep more workers, save money on hiring, and perform better overall.

This chapter looks at how New Oriental Education & Technology Group, a leading company in China's education field, has dealt with important challenges and changes in recent years. After a big drop in profits because of the new "double reduction" rule, the company bounced back by concentrating on online education and new sales methods. This led to a significant rise in revenue by 2023. But this change has also shown that there are big problems in managing people.

The main problems are related to the unfair spread of teachers, especially in poor areas, making it hard to improve education and increase available services. The fast growth of the organization has left the training programs behind. As a result, many new and part-time teachers are not fully trained. This has led to more teachers leaving their jobs and a decrease in how well teaching is happening. Also, as New Oriental moves to online education, it is facing big problems because there aren't enough skilled workers. This affects how well the platform can be built and how users feel when using it.

A big problem is that many workers are leaving their jobs, especially younger ones who look for better job options. The main reasons employees leave their jobs are being unhappy with their pay, struggling to balance work and home life, and not having chances to move up in their careers. This problem is made worse by a weak performance management system that can't handle the details of online teaching well.

To improve the use of staff and make employees happier, New Oriental needs to tackle these linked problems. To stay competitive in the changing education field, it is important to improve pay systems, create clear career paths, enhance training programs, and build a supportive workplace culture. By focusing on these areas, New Oriental can keep its employees and do well in a tough market.

CHAPTER 3

MEANS OF IMPROVING HR-MANAGEMENT OF THE ENTERPRISE

3.1 Non-standard personnel management strategies for rational use of labor resources at New Oriental Education & Technology Group

New Oriental uses different flexible methods to manage its staff. One way to handle changes in the market is by hiring part-time teachers and freelancers. This helps the company adjust its staff as needed. This method allows New Oriental to quickly hire more teachers when there is high demand and save money when things are slower. To address the issues New Oriental is having with using its workers effectively, we can suggest some new and different ways to manage employees:

I. Flexible employment system

In order to cope with the shortage of human resources during peak business periods or important project periods, as well as the surplus of human resources during off-season business or after project completion, New Oriental introduced a flexible employment system. This system can help companies allocate human resources more effectively, thereby improving overall operational efficiency.

Collaboration and Outsourcing:

With the rise in economic development, businesses are experiencing heightened competition, leading them to implement new methods of work management. One of these ways is outsourcing. It provides an opportunity for companies to strengthen their competitive advantage in the marketplace [43]. Such positions of enterprises and their further development greatly depend on the cost-effectiveness of outsourcing solutions [44]. New Oriental may consider collaborating with third-party human resources companies to quickly mobilize professional talent when needed. For example, during the season of major exams or the launch of new courses, temporary teachers or training consultants can be introduced through outsourcing to meet short-term teaching needs. Research has shown that the

outsourcing model of flexible employment can not only improve the adaptability of enterprises, but also reduce operating costs. Through this approach, New Oriental can maintain business flexibility and efficiency without increasing fixed costs, thereby enhancing market competitiveness.

Internal talent pool:

Establishing an internal talent pool is another effective way of flexible employment. A talent pool is a repository of data that contains the competencies of individuals, which can be leveraged within the company. In smaller companies, this data can be stored in a spreadsheet. In larger organisations, a dedicated section of the talent management system is often used for this purpose [45].

Those employees who have undergone training and development for more senior roles within the organisation and who are keen to join the talent pool are included therein. The objective of the talent pool is to facilitate the growth of skills in order to align them with the company's goals and values. While limited succession planning may form part of this, it is notable that talent pools typically encompass a broader scope than succession planning, given that they involve a greater number of employees. In the context of the contemporary business environment, characterised by rapid change, it can prove challenging for individuals to plan for the future. The establishment of a talent pool can confer flexibility upon organisations in terms of identifying and utilising their talents [46].

New Oriental can create a platform to encourage employees to sign up for additional projects or tasks during peak business hours. This method not only allows employees to freely choose tasks based on their own time and abilities, but also enhances their sense of belonging to the company. For example, a full-time teacher who chooses to participate in summer classes during the summer vacation not only increases personal income, but also effectively fills teaching needs, which helps to form a virtuous cycle between employees and the enterprise.

Part time and temporary work:

Encouraging workers to take part-time or temporary jobs is an important part

of having flexible work options. This way helps employees grow in their careers and also brings new ideas to the company. For example, New Oriental can work together with other schools, companies, or online learning sites to create shared training programs.

For example, New Oriental can work with a famous university to start an online course project where employees help create and teach the courses. In this part-time job, workers can learn about new ideas and ways to teach, and they can also get better at their skills and teaching abilities. At the same time, the work experience of employees on outside projects can help guide and inspire the creation of courses at New Oriental.

Also, New Oriental can invite employees to join short-term projects with education tech companies, like creating new online learning tools or apps. In this kind of setting, workers can learn about new technology for education and also use what they learn in their own teaching. This helps make their classes better.

These different job experiences help employees learn new skills and make them more competitive in the job market, which also helps their career growth. The skills and views employees gain from working outside jobs will improve the company culture and help with new ideas, which will support New Oriental's growth in the education sector. In the end, this flexible work system will benefit both companies and workers, helping them both grow and succeed together.

Job satisfaction and career development:

The flexible work system can assist businesses in identifying the optimal personnel at various points in time, while also fostering greater employee satisfaction and commitment to their roles. The utilisation of online learning tools can assist educators in the effective management of their professional and personal responsibilities, thereby facilitating the implementation of more flexible work schedules. Such arrangements have the potential to reduce stress and enhance job satisfaction. This flexibility lets employees change their work hours based on their personal needs, like working from home or having a more adaptable schedule. This

setup helps employees balance their family and personal lives, lowers stress, and makes them happier at work.

For example, teachers at New Oriental use their time off to create online courses. This helps them make more money and improve their teaching skills, making them more competitive when looking for jobs. By taking part in these different programs, teachers can learn about various teaching methods and new technologies. Also, they can connect with other teachers from different backgrounds, which helps them learn more. Taking part in these activities helps them grow in their careers and learn more about planning for their jobs.

Also, the flexible work system allows employees to try different jobs and tasks. For example, New Oriental can help its teachers work together on projects from different departments, like managing projects, creating lessons, or promoting their programs. In these activities, teachers can improve their planning skills and strengthen their ability to work with others by collaborating with people from different job fields. These different experiences will help them gain the skills they need to do well in their future jobs.

This way, New Oriental can create a nice workplace where employees feel welcome and stay loyal. When employees notice that the company wants to help them succeed in their jobs, they are more likely to want to stay and work there for a longer time. This helps people work better together and get along better. This situation is good for everyone because it makes employees happier in their jobs and helps them grow in their careers. It also brings new energy and support for the company's innovation and ongoing success.

In short, the flexible employment system provides new ideas and methods for New Oriental to cope with fluctuations in human resources, reduce operating costs, and improve employee satisfaction. The implementation of this system can not only ensure that enterprises maintain competitiveness in the rapidly changing market environment, but also create more development opportunities for employees and achieve a win-win situation.

II. Personalized salary incentive system

In order to attract and retain outstanding talents, stimulate employees' work enthusiasm and creativity, New Oriental can establish a personalized salary incentive system. This system can be specifically developed from the following aspects:

Differentiated salary standards:

In modern salary management, although salary is not the only means of motivating employees, it is the most direct and simple way. Motivation in management refers to the actions of leaders using various means or creating certain conditions to stimulate subordinates' work motivation. Salary incentives refer to stimulating employees' enthusiasm, initiative, and creativity through reasonable salary system design and salary structure allocation, in order to create higher benefits for the organization [48].

Nowadays, compared to traditional compensation systems, differentiated compensation systems can better meet the development needs of enterprises and employees. The traditional salary system focuses on material compensation, while the differentiated salary incentive system places emphasis on achieving corporate goals and employee value. Enterprises continuously improve and develop their compensation system in practice, utilizing quantifiable monetary rewards and non-quantifiable implicit benefits to provide employees with greater satisfaction in their work, thereby strengthening personnel stability [48].

New Oriental formulates differentiated salary standards and reward policies based on employees' job responsibilities and contribution levels. This means that employees in different positions and with different performance levels will enjoy different salary levels to ensure fairness in compensation. For example, different salary structures can be established for teaching and management positions, so that the salaries of senior managers are in line with their strategic contributions, while the salaries of excellent teachers can be linked to their teaching quality and student feedback.

Diversified welfare and incentive measures:

In addition to salary, providing diverse benefits and incentive measures is also an important means of motivating employees. New Oriental can design benefits based on the different needs of employees, including but not limited to the following:

- Equity incentive plan: By giving employees company equity, it motivates them to pay more attention to the development and profits of the enterprise, and increases their sense of belonging and responsibility [49].

- Special Reward Fund: Establish a special reward fund to reward employees who perform outstandingly in specific projects or goals, in order to motivate them to continuously pursue excellence [50].

Linking performance to salary:

The system of linking performance with salary is an important measure for New Oriental to enhance employee motivation and performance.

The purpose of linking performance and compensation: By directly linking compensation to employees' job performance, it can effectively motivate employees to pursue higher performance, enhance their work enthusiasm and sense of responsibility. A fair compensation system can make employees feel that their efforts and contributions are being reasonably rewarded, thereby enhancing their job satisfaction and loyalty. Under a diversified performance evaluation system, employees not only focus on individual performance, but also attach greater importance to team collaboration and the achievement of common goals.

Design of performance evaluation system: comprehensively evaluate employees' job performance by collecting feedback from colleagues, superiors, subordinates, and self-evaluation. This approach can capture employees' performance in different situations, making it more objective and fair. This evaluation method not only improves the accuracy of the evaluation, but also enhances employees' sense of participation and recognition [51]. Clear evaluation indicators should be set in the assessment, including work results, teamwork, communication skills, etc., to enable employees to have a clear understanding of the evaluation criteria. Set regular performance evaluation cycles (such as quarterly or annual) to ensure that employees

receive timely feedback after evaluation and understand their performance at different stages. During the evaluation process, managers should maintain open communication with employees, discuss evaluation results and improvement suggestions, and enhance the constructive nature of feedback.

Adjustment of salary structure: Based on performance evaluations, different bonuses are given. Employees who do well can receive extra money to help them feel more connected to their work results. Offer pay raises to employees who perform exceptionally well, so they can earn more money directly. Connect employee performance with their career growth. Offer training, promotions, and other chances for top performers, and encourage them to develop their skills. Help employees plan their career growth by showing them what they need to do to succeed and feel more motivated at work.

Make sure all employees understand how performance reviews work to avoid confusion or feelings of unfairness. If workers don't agree with their evaluation results, they should have a good way to express their opinions and worries. This will help keep the evaluation process fair.

By linking employee performance to pay, New Oriental can create a clear and fair pay system that boosts motivation and involvement among its workers. This not only improves how things work but also creates a positive workplace, helping the business grow in a lasting way. With this system, workers can earn more money and have chances to move up in their jobs, which is good for both the workers and the company.

Feedback and adjustment mechanism:

For the salary incentive system to work well, New Oriental needs to set up a way to give feedback and make needed changes. Regularly asking employees for their opinions on pay and rewards can help managers find problems with current policies and understand what the workers really need. For example, employees can give their thoughts on the current reward policies by taking surveys, joining meetings, or using anonymous feedback forms. This helps management understand how well

current policies are working and find ways to make them better. This system can make policies more relevant and help employees get involved, which can make them feel important and valued in the decision-making process of the organization.

At the same time, making quick changes to salary policies is very important for adapting to changes in the market. As the industry changes quickly and what people want in the market shifts, the old rewards might not be as useful anymore. New Oriental needs to change its salary system regularly, using market research and employee opinions, to keep attracting and keeping talented workers. Studies have found that regular communication and feedback can greatly boost employee happiness and motivation at work [52]. By setting up a good feedback system, New Oriental can make employees happier, help them work better together, and keep everyone motivated.

By using these strategies, New Oriental can create a pay system that is adaptable and works well. This will motivate employees and improve the company's overall success.

III. Strengthen employee training and development

To solve the problem of not enough training for workers, New Oriental has set up a clear training program and is spending more on training employees. This next part will explain how we built this system:

A comprehensive training system:

New Oriental gives its staff regular training, with different courses designed for their specific jobs. This training can provide skills in management and marketing, helping employees stay competitive in a fast-changing job market. It's been shown that regular training for employees can greatly improve their job happiness and help keep them at the company longer.

Inviting expert speakers from inside and outside the organization to give specialized talks can help employees learn the latest knowledge and best work practices. These actions not only help people do their jobs better but also encourage new ideas and increase motivation to work. Also, expert talks can give employees

important information about the industry, helping them better understand how the market works.

New Oriental uses online learning tools to provide many learning resources, helping employees make the most of their learning. Research shows that online learning is flexible and varied, which helps workers make the most of their limited time, continue learning, and improve their job skills. The platform can provide video courses, online workshops, and fun lessons to meet the different learning styles of workers.

Personalized career development plan:

It would be beneficial for New Oriental to prioritise the advancement of its employees within their respective roles, and to devise a bespoke career development plan for each individual. Give each employee a career assessment to help them understand their job goals and what they need to grow in their careers. This can be done by having regular one-on-one meetings where employees get career advice and feedback. This helps them create realistic plans for their career growth.

New Oriental should set up simple ways for employees to learn about chances for promotions. This will help everyone see how they can grow in the company. Clear ways to promote employees and regular reviews of their work can boost their motivation, helping them become more involved and focused on reaching their career goals.

Evaluation and feedback mechanism:

In order to ensure the effectiveness of training and development, New Oriental should establish a training effectiveness evaluation and feedback mechanism. Regularly collect feedback from employees on training courses, evaluate the impact of training on job performance and career development, in order to continuously optimize training content and methods. Research has shown that continuous evaluation and feedback can improve the targeting and effectiveness of training.

Through the above measures, New Oriental has strengthened employee training and development, improved their vocational skills and job satisfaction, thereby

promoting the sustainable development of the enterprise.

IV. Establish a good corporate culture

The most crucial aspect of corporate culture is employees' cultural identification with the company. If employees can have a sense of identification with the company's culture, it proves that they can resonate emotionally with the company, so as to effectively spread the company's culture. Corporate culture identification includes three aspects: theoretical identification, action identification, and outcome identification [38]. Corporate culture is also one of the soul and core competitiveness of a company. New Oriental should strive to create a positive, open and inclusive corporate culture atmosphere to enhance employees' sense of belonging and loyalty, and reduce employee turnover rate. For example, New Oriental can shape a positive corporate culture that encourages innovation and collaboration. Regular employee recognition activities, excellent team sharing sessions, and other forms can be used to celebrate employee achievements and team collaboration. This positive feedback can not only boost employees' confidence, but also stimulate their work enthusiasm [53]. At the same time, the leadership should lead by example, demonstrate a positive work attitude, and encourage employees to bravely express their opinions and suggestions.

In addition, an open and inclusive communication environment, diverse team building activities, and attention to the physical and mental health of employees are also effective ways to strengthen corporate culture. Research shows that paying attention to employees' physical and mental health can not only reduce stress, but also improve work efficiency and employee loyalty. At the same time, employees can be encouraged to find a balance between work and life, helping them better cope with professional stress.

3.2 Recommendations regarding the reduce staff turnover of New Oriental Education & Technology Group

In order to reduce employee turnover and improve employee stability, New

Oriental can take a series of measures. The following is a detailed extension of these measures, covering specific strategies and implementation recommendations for employee satisfaction, internal communication, performance evaluation, and career development paths.

I. Improving Employee Satisfaction

Employee satisfaction is one of the important factors affecting employee turnover rate. According to research, employee satisfaction is directly related to their job performance and intention to leave [54]. We believe that it's really important to keep paying attention to job satisfaction. In today's unstable work environment, where many people leave their jobs, happy employees are more likely to stay loyal and support their companies [55]. New Oriental needs to pay serious attention to the needs and expectations of its employees, actively solve the problems and difficulties they encounter in their work.

Firstly, optimizing the work environment is the foundation for improving employee satisfaction. New Oriental should consider redesigning its office space and providing comfortable office facilities such as ergonomic desks and chairs, sufficient natural lighting, and quiet work areas. In addition, setting up rest areas and entertainment facilities can allow employees to relax during busy work and improve overall job satisfaction.

Secondly, paying attention to employees' career development and personal growth is also an important aspect of improving satisfaction. New Oriental can provide diverse training and development opportunities, such as skills training, career development courses, etc., to help employees continuously improve their abilities. Research has shown that when employees perceive opportunities for career growth, their satisfaction and loyalty significantly increase. Holding career planning workshops often can help employees set clear job goals and paths for growth, which will also make them happier at work.

In the end, regularly asking employees how they feel about their jobs is a good way to learn what they need. New Oriental can quickly learn what employees think

and feel by using anonymous surveys and in-person meetings. They can then make improvements based on the feedback they receive. Such initiatives can foster a sense of employee involvement and connection to the company.

II. Strengthen internal communication

Internal communication is a key part of running a business and has a big impact on how often employees leave their jobs. New Oriental should create a good way for employees and management to talk to each other better.

First, having regular meetings with employees is a good way to improve communication within the company. During these meetings, the management can share the company's goals, performance, and future plans with all employees, helping them feel more connected to the company. At the same time, employees can share their thoughts and ideas during the meeting, helping everyone talk to each other.

Secondly, putting up suggestion boxes and doing employee satisfaction surveys are good ways to get feedback. New Oriental can create suggestion boxes where employees can share their thoughts without worrying about being recognized. Also, doing regular surveys to ask employees how they feel can help gather their honest opinions and give management ideas for making things better. For example, surveys can ask about different things like how happy employees are with their jobs, how well teams work together, and how they feel about their career growth to get complete feedback.

The management should also proactively communicate with employees and care about their work and living conditions. Through regular one-on-one communication or group discussions, management can promptly understand employees' needs and confusion, and provide necessary support and assistance. This kind of communication can not only enhance employees' sense of belonging and trust, but also improve work efficiency [56].

III. Improve the performance evaluation system

Performance appraisal is one of the important means to motivate employees. New Oriental should establish a comprehensive performance evaluation system to

ensure fairness, impartiality, and transparency in the evaluation process.

Firstly, setting clear work goals and assessment standards is the key to establishing an effective performance evaluation system. The management should work together with employees to develop specific work goals, ensuring that these goals are quantifiable and achievable. Taking the teaching position of knowledge-based employees in New Oriental SJZ Branch as an example, according to the designed basic salary incentive plan, employees can receive corresponding bonuses based on the average score of teaching performance and teaching research [38]. The specific assessment contents are shown in Table3.1 and Table 3.2.

Table3.1

Assessment Content for Teaching Performance of Knowledge Workers

	Assessment items	Assessment content	score	Proportion
Teaching performance	Continuation rate	Actual total number of students continuing classes/number of students in the original class during the cycle		5%
	Enrollment rate of current students	Recommended total enrollment		5%
	Old student leads new rate	Recommended total enrollment		5%
	Parental satisfaction	Monthly average scores from parents, whether there are any teaching accidents		5%
	Teaching High Voltage Line	The number of substitute classes meets the standard		10%

Assessment criteria [38]:

(1) Continuation rate: Based on the actual total number of students who continue

classes divided by the number of students in the original class during the cycle, if the result is $\geq 100\%$, the score is 100 points. The score between 90% and 100% is 90 points. The score between 70% and 90% is 80 points. No score will be given below 70%.

(2) Enrollment rate of current students: The recommended total number of students admitted is ≥ 3 per person per month, with a score of 100 points. The recommended total number of students for admission is 2 per person per month, with a score of 80 points. The recommended total enrollment is 1 person per month, with a score of 70 points. No number of people do not score.

(3) Rate of senior students leading new students: The recommended total number of students admitted is ≥ 3 per person per month, with a score of 100 points. The recommended total number of students for admission is 2 per person per month, with a score of 80 points. The recommended total enrollment is 1 person per month, with a score of 70 points. No number of people do not score.

(4) Parental satisfaction is the average score given by parents each month.

(5) Teaching duration: The monthly teaching hours for knowledge-based teachers. If the monthly substitute hours are less than 64H, the score is 50 points. If the monthly teaching hours are between 64H and 96H, the score is 70 points. If the substitute teaching time exceeds 96 hours per month, the score will be 100 points.

Table3.2

Content of Performance Assessment for Teaching and Research of Knowledge Workers

Teaching and Research																
Teaching aids and lesson plans	Participation and Achievements in Teaching and Research	Supervise work					Teacher									
		0-1 year					1-3 years					3-5 years		More than 5 years		
		Attendance	Mutual evaluation	Train	Acting class	Lesson Plan	Attendance	Mutual evaluation	Train	Acting class	Lesson Plan					
		10 %	5 %	10 %	10 %	10 %	10 %	5 %	10 %	10 %	10 %					
		/					/									
												Attendance Teaching and research performance Average score of task completion Improvement of teaching skills		Attendance Teaching and research performance Average score of task completion Improvement of		
		Correction of lesson plans and assignments					Telephone follow-up rate					Student grades				
		5%					5%					5%				

Assessment criteria [38]:

- (1) Attendance: Employees with a 100% attendance rate within each teaching month will receive 100 points. Employees who are late once will receive 90 points. Employees who are late twice will receive 80 points, while those who are late three or more times will not receive any points.
- (2) Supervising classes, participating in teaching and research, and other projects will have corresponding mutual evaluation standards developed by different departments, and the average score will be the employee's score.
- (3) Student homework correction: Timely and serious correction, score 100 points. If one or more instances of carelessness or delay are found during spot checks, 0 points will be awarded.
- (4) Telephone follow-up rate: Timely communication with parents and no complaints received, earns 100 points. If one or more instances of non-communication or complaints are found during spot checks, 0 points will be awarded.
- (5) Student grades: determined by each subject research group based on the difficulty level of the exam during the assessment period.

Bonus point explanation:

- (1) Talent recommendation: For every successful recommendation of a teacher, if the teacher successfully becomes a regular employee during the assessment period and has not resigned, 2 points will be added.
- (2) The first place in each group of the group competition will earn 1 point.
- (3) During the assessment period, if an English teacher holds three TKT module certificates with a score of Band3, they will receive an additional 1 point for performance assessment and a score of Band4, with an additional 2 points for performance assessment.
- (4) If there is no class suspension during the assessment period, 2 points will be added.
- (5) From Sunday to Thursday (including daytime classes on Monday and Tuesday), every 2 hours of classes after 18:00 will earn 1 point.

The school has the right to dismiss in the following situations:

- (1) The performance ranking last in two consecutive assessment cycles within six months;
- (2) The total number of class hours in two consecutive attendance cycles within six months does not meet the standard;
- (3) Working part-time or as a tutor in other competing organizations.

The above steps require the active participation of branch managers, organizing performance evaluation activities, providing feedback and communication on problems encountered during the evaluation, and completing performance communication, coaching, correction, feedback, etc. for the evaluation objects [38].

Research has shown that clear goal setting can help improve employees' job performance and satisfaction [57]. During the assessment process, a 360-degree feedback mechanism can be used to evaluate employees' work performance from multiple perspectives, ensuring the comprehensiveness and objectivity of the evaluation.

Secondly, the assessment results should be linked to incentive measures such as salary and promotion. By directly linking employee performance with salary, bonuses, and career advancement opportunities, employees can be motivated to better unleash their potential. In addition, it is crucial to regularly evaluate and adjust assessment criteria to adapt to the constantly changing market environment and company strategy.

To ensure that employees are treated equitably throughout the assessment process, New Oriental can elucidate the methodology behind the assessments and disseminate the outcomes in regular feedback meetings. They can also suggest ways to improve. This can increase workers' motivation and build more trust and loyalty to the company.

IV. Expanding Employee Career Development Paths

The facilitation of professional development for employees represents an effective strategy for the retention of such individuals within the organisation. It

would be advantageous for New Oriental to prioritise the advancement of its employees in both their professional and personal lives. It would be advantageous for the company to offer its employees a range of opportunities for the development and enhancement of their skills.

Firstly, the implementation of a system that permits employees to assume alternative roles within the organisation can facilitate the exploration of diverse tasks and responsibilities, which may enhance their prospects for career advancement. When employees engage in collaborative endeavours with personnel from other departments, they have the opportunity to gain insights from diverse forms of expertise, which can enhance their professional capabilities. The undertaking of projects in collaboration with personnel from disparate departments has been demonstrated to engender a greater sense of job satisfaction and commitment amongst employees.

Moreover, the participation of employees in novel projects and interdepartmental collaboration can facilitate career advancement. The establishment of a dedicated team at New Oriental with the objective of generating innovative concepts would foster a more creative and collaborative work environment. Engagement in practical projects provides employees with the chance to gain valuable experience, which in turn facilitates career progression.

It is of considerable importance to provide employees with training and support that is aligned with their career objectives and interests. New Oriental provides a diverse range of training programmes, which are designed to facilitate the enhancement of employees' professional, managerial and personal skills. Such support enables the acquisition of new competencies, thus facilitating the ability of employees to excel in their roles and achieve their career aspirations. By providing opportunities for professional advancement, New Oriental can mitigate employee turnover, foster stronger loyalty, and enhance job satisfaction.

The implementation of these strategies will enable New Oriental to cultivate a more content and dedicated workforce, thereby reducing the likelihood of employee

attrition and enhancing the company's long-term growth and success.

3.3 Evaluation of the effective implementation of labor laws and regulations at an enterprise

In order to guarantee that their personnel management is conducted in accordance with the relevant legislation and regulations, it is essential that New Oriental conducts regular audits to ensure compliance with labour laws and rules. The comprehensive plan encompasses a number of crucial elements, including the periodic examination of organisational regulations, the formulation of effective strategies for problem-solving, and the enhancement of safety and health procedures.

I. Comprehensive Review of Enterprise Rules and Regulations

It is of significant importance to conduct regular reviews and updates of the company's rules and regulations. It would be prudent for New Oriental to establish a dedicated team to oversee the review of the company's rules, employee contracts, and other pertinent documents. Such a team would be responsible for ensuring that the extant rules are in alignment with the prevailing national legislation pertaining to the rights of workers, the conditions of their employment, and the benefits they are entitled to receive. It is of the utmost importance to address any issues with the legislation in a prompt manner, with the objective of ensuring the protection of workers' rights.

In addition to adherence to the established regulations, it is of paramount importance to gain a comprehensive understanding of the prevailing legal framework. It would be beneficial for New Oriental to conduct periodic workshops and training sessions for its employees, with the objective of imparting knowledge regarding their rights and responsibilities. Such programmes should encompass pivotal subject matter, including but not limited to minimum wage regulations, overtime remuneration, and the rights of workers. By facilitating a greater comprehension of the legislative framework among employees, the organisation can facilitate a more

assertive approach to asserting their rights. Such measures facilitate a sense of responsibility among individuals with regard to compliance with established regulations.

Furthermore, maintaining transparent communication regarding these alterations can facilitate awareness and involvement among all employees. The dissemination of information regarding alterations to the regulations or legislation in question can be effectively achieved through the utilisation of newsletters, updates on the intranet, and noticeboards.

II. Establishing an Effective Labor Dispute Resolution Mechanism

In order to safeguard the rights of its employees and fulfil its obligations as an employer, New Oriental must implement a transparent and efficacious system for addressing work-related issues. The establishment of dedicated dispute resolution teams provides a transparent and effective mechanism for addressing workplace disagreements. Such committees should comprise individuals who have undergone training in conflict resolution and are thus able to facilitate the fair resolution of disputes.

It is of significant importance to have a clearly defined plan for the resolution of any potential issues that may arise. It is of significant importance for employees to be aware of the appropriate course of action to take in the event of a disagreement. It is essential that employees are aware of the procedure for submitting a complaint and the typical timeframe for resolving issues. An environment of openness and honesty fosters trust and encourages employees to proactively share their concerns before they escalate into more significant issues.

It is beneficial to provide employees with instruction on how to manage conflict. By educating employees on effective conflict resolution strategies, New Oriental can foster a more harmonious and tranquil work environment. Furthermore, periodic assessment of the efficacy of the dispute resolution process can facilitate the identification of potential areas for improvement.

III. Strengthening Labor Safety and Health Management

The safety and health of workers are of paramount importance for the success of any business. It is imperative that New Oriental prioritises the establishment of a comprehensive safety management system. Such a system should be in compliance with all relevant legislation and be designed to guarantee a safe working environment. It is of significant importance to conduct regular safety audits in order to promptly identify and rectify potential hazards, thus preventing accidents.

The implementation of safety training programmes tailored to specific roles can facilitate a more comprehensive understanding of the potential hazards associated with each position. Such programmes should include instructions on the appropriate response to emergency situations, guidance on the safe operation of equipment, and strategies for maintaining workplace safety. The involvement of employees in safety drills can foster a sense of collective responsibility and facilitate collaborative efforts to maintain a safe work environment.

The implementation of a comprehensive health and wellness programme has the potential to enhance employee well-being and improve overall health outcomes. The provision of mental health support, exercise programmes and the assurance that workspaces are conducive to comfort can collectively contribute to the creation of a healthier cohort of workers. By demonstrating a commitment to the wellbeing of their employees, New Oriental can reduce the number of absences and enhance overall work performance.

IV. Regular Monitoring and Reporting Mechanisms

In order to ascertain the efficacy of these plans, New Oriental should implement a system of regular checks and reports. This necessitates the collation of data pertaining to the adherence to regulations, the levels of employee satisfaction, and the documentation of issues pertaining to occupational disputes and safety. The implementation of regular checks facilitates the identification of trends and areas requiring improvement, thereby enabling the organisation to make more informed decisions.

Furthermore, transparent reporting can facilitate the establishment of trust

among employees. The dissemination of audit and survey results to employees serves to demonstrate the company's commitment to responsible governance and compliance with labour legislation, as well as its dedication to maintaining a safe and secure working environment.

V. Encouraging Employee Participation and Feedback

The involvement of employees in the review process can facilitate the gathering of crucial information regarding the efficacy of current procedures. It would be beneficial for New Oriental to implement strategies that facilitate employee involvement in the review of work rules, safety guidelines, and problem-solving processes. Such a course of action would undoubtedly prove beneficial. The utilisation of methodologies such as anonymous surveys, suggestion boxes and regular community meetings can facilitate enhanced communication and the collation of valuable feedback.

By soliciting feedback from employees, New Oriental can refine its rules and processes to enhance their efficacy and functionality. The incorporation of all employees through this method fosters a sense of belonging and importance, thereby enhancing their sense of value and contribution.

VI. Building a Culture of Compliance and Continuous Improvement

Ultimately, New Oriental must establish a work environment that adheres to labor regulations and fosters continuous advancement. This entails not merely complying with the law, but also striving to identify optimal strategies for the management of personnel within an organisational context. It is the responsibility of those in leadership positions to ensure that all employees adhere to the relevant legislation and that the safety of all personnel is maintained in all areas of the business.

It is of the utmost importance that employees feel at ease in voicing their concerns or ideas without fear of adverse repercussions. The celebration of achievements and the recognition of exemplary teams or individuals can serve to motivate others to emulate their conduct. By implementing these crucial measures,

New Oriental can significantly enhance its personnel management practices. This will facilitate the optimal utilisation of human resources, reduce the attrition rate, and enhance the company's competitive advantage. A robust system that adheres to labour legislation safeguards the company and facilitates its growth in a positive manner, thereby establishing a supportive and productive environment for all employees.

In summary, the New Oriental Education & Technology Group has employed a range of strategies to optimise the utilisation of its human resources and enhance the efficacy of its employee management practices. This encompasses the management of changes in the market, the departure of employees, and adherence to labour legislation.

The implementation of a flexible work system, comprising part-time teaching staff and freelance contributors, enables the organisation to adapt effectively and reduce expenditure. In order to achieve this objective, a bespoke remuneration structure has been devised with the intention of attracting and retaining highly skilled personnel. This encompasses the implementation of disparate remuneration structures and transparent performance assessments. Such measures serve to motivate employees and engender a sense of appreciation.

In order to retain its workforce, New Oriental places significant emphasis on the enhancement of employee satisfaction through the optimisation of the working environment and the provision of promising opportunities for professional advancement. Modifying the aesthetic of the workplace, offering a plethora of training opportunities, and maintaining regular contact with employees are effective methods for fostering a sense of value and engagement. Furthermore, enhancing communication within the team through the implementation of regular meetings and the provision of anonymous feedback facilitates the establishment of a positive team environment.

Furthermore, an examination of the pertinent legislation reveals the necessity for compliance with the established regulations. This encompasses the establishment of efficacious methodologies for the resolution of issues and the implementation of

robust safety and health regulations. The monitoring of regulations and the dissemination of this data facilitate the establishment of trust and accountability within the organisational structure. The objective of these plans is to enhance the efficiency of the work process while reducing expenditure, whilst simultaneously maintaining employee satisfaction and engagement. This will assist New Oriental in achieving steady growth in a challenging educational market. New Oriental aspires to cultivate a work environment wherein regulations are observed and continuous improvement is a core tenet. This approach enhances the work environment for employees and the organisation, leading to favourable outcomes.

CONCLUSIONS

The thesis presents a comprehensive summary of the findings of a meticulous study on three pivotal topics: the fundamental principles governing the management of employees, the legal framework pertaining to the structuring of work roles, and the pivotal role of productivity in determining the success of a business. The study elucidates the manner in which these domains facilitate the enhancement of operational efficacy within the New Oriental Education & Technology Group.

The function of human resources management (HRM) has undergone significant transformations over time. The function of human resources management has evolved from a primarily operational role to a pivotal aspect of organisational strategy and performance improvement. The enactment of new legislation pertaining to the rights of workers has had a significant impact on the manner in which human resources management is conducted in the present era. The principal tenets of scientific management and strategic human resources management underscore the necessity for HR activities to be congruent with the company's overarching objectives. The latest technological advancements demonstrate the ways in which they influence the lives of individuals, emphasising the significance of optimising work environments for employees and the necessity for a diverse workforce. This transformation presents a more straightforward and accurate approach to interpersonal dynamics within business contexts, which is crucial for organisations striving to excel in the challenging global market.

The manner in which companies organise work is of significant consequence with regard to the attainment of favourable outcomes and the satisfaction of employees. The implementation of straightforward techniques, such as the division of tasks into more manageable components, the assignment of clear responsibilities to individuals, and the capacity for adaptation, has been demonstrated to enhance the efficacy of processes. The organisational structure, whether it comprises multiple levels (resembling a tall building), few levels (resembling a flat building), or is based on teams, affects the manner in which individuals communicate and make decisions.

The implementation of continuous improvements and the adaptation of job roles to align with employee capabilities and organisational requirements represents a pivotal strategy for enhancing overall productivity.

The measurement of work output is a fundamental indicator of business performance. This has a direct impact on profits and a company's ability to compete with other businesses. The utilisation of novel tools, the provision of efficacious training, and the facilitation of a salutary work-life balance are pivotal for the enhancement of productivity. The study indicates that enhancing productivity is a crucial objective. This may be achieved by engaging employees, modifying their roles and establishing transparent objectives. Such methods facilitate the formation of a motivated team capable of adapting to market changes.

A study conducted by New Oriental Education & Technology Group indicates that addressing challenges in the field of education is a significant undertaking. Following the implementation of the "double reduction" policy, the company experienced a significant decline in revenue. The company's success can be attributed to its strategic focus on online learning and innovative sales strategies. This transformation has revealed substantial challenges pertaining to the management of teaching personnel. In some locations, there is a shortage of teachers, and newly hired or part-time teachers lack sufficient training.

To address these challenges, New Oriental must prioritize the optimal utilization of its human resources and the enhancement of employee satisfaction within the workplace. The key strategies to be employed are an increase in remuneration, the provision of enhanced opportunities for career progression and the optimisation of training programmes. It is of significant importance to cultivate a welcoming and engaging work environment in order to retain employees and minimise high turnover, particularly among younger workers who are often inclined to pursue more favourable job opportunities. By enhancing remuneration, guaranteeing a healthy work-life balance, and providing avenues for professional advancement, New Oriental can retain its workforce and maintain competitiveness in

the evolving education sector.

The recruitment of part-time teachers and freelancers enables greater flexibility and cost savings. The new salary system is designed to attract and retain talented employees by offering a range of remuneration options and a transparent performance evaluation process. This is intended to provide workers with the support and recognition they deserve for their efforts.

In order to prevent a high rate of employee turnover, New Oriental is implementing measures to enhance the work environment and facilitate career progression. Transformations such as rearranging office spaces, providing diverse training opportunities, and conducting regular assessments of employee satisfaction are designed to enhance the sense of value and inclusion among workers. It is crucial to facilitate communication within the team by scheduling regular meetings and providing a secure environment for anonymous feedback. This contributes to the creation of an optimal work environment for effective teamwork.

A detailed examination of the pertinent legislation reveals the vital importance of strict adherence to these regulations. This illustrates the necessity for efficacious solutions to be implemented, alongside robust regulations, to guarantee the safety and well-being of workers. The regular examination of processes and the dissemination of transparent reports on compliance with regulations facilitate mutual trust and shared responsibility across the organisational structure.

In conclusion, the strategic plans devised by New Oriental are designed to enhance the operational efficiency of the company, increase profitability, and foster a positive work environment that motivates employees. The objective is to establish a work environment wherein all personnel adhere to the established regulations and collaborate to enhance the workplace continuously. It is anticipated that this approach will contribute to enhanced employee satisfaction and improved organisational performance. This research underscores the significance of effective employee management, optimal workforce organisation and enhanced productivity as key factors for long-term success in a challenging business environment.

All the tasks set at the beginning of the research have been completed and disclosed.

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