

## Chapter 5

### Conclusions, Discussion, and Recommendations

#### Conclusion

This research focuses on the greening and maintenance management of residential areas in Suzhou during the epidemic period. It begins by examining the actual greening and maintenance situation in these areas during the outbreak. The study analyzes both the internal and external factors involving enterprise employees and proposes innovative management strategies to maintain green spaces within the community amidst the COVID-19 pandemic in Suzhou City. The primary conclusions drawn from this research are as follows:

#### **1. Current conditions, problems, and obstacles of managing green spaces during the COVID-19 pandemic in Suzhou City.**

During the epidemic in Suzhou, the management and work efficiency of green space maintenance in residential areas, as well as the flow of tourists and insufficient labor force, were greatly restricted.

1.1 Community landscape parks play a vital role as important social spaces, offering people opportunities for relaxation and leisure. They also serve as a significant component within community greening management and protection projects. However, these parks are currently facing challenges related to managing the high influx of visitors during the ongoing pandemic.

Despite the implementation of closed management and other preventive measures in Suzhou Community to combat COVID-19, there has been a surge in the number of people venturing outdoors. Consequently, there has been a corresponding increase in park visitors, creating difficulties in maintaining control over their numbers.

The community park necessitates a substantial workforce for tasks such as weed removal, pruning, fertilization, pest control, and sanitation. Ensuring the overall aesthetic quality of the park demands the strategic allocation of management and protection personnel throughout its expanse. Regrettably, the Influenza pandemic has imposed numerous restrictions, resulting in a limited workforce. This limitation has posed significant challenges to effectively upholding and safeguarding the park's pristine condition.

1.2 The sudden outbreak of COVID-19 has indeed brought a lot of "trouble" to Suzhou. Suzhou's community greening enterprises were not well prepared, as most enterprises had planned to rest until the 15th day of the first month in alignment with the return of migrant workers to Suzhou. However, the epidemic seems to have extended the holiday indefinitely. This nationwide epidemic prevention effort has introduced a series of challenges to the green units, the most significant of which include: the service recipients being on vacation, resulting in a lack of target service; the disruption of engineering projects, with unit employees still voluntarily "isolating" at home and not returning to work; the original contracted migrant workers being unable to come to resume work due to restrictions and apprehensions; the unit being unable to meet the required social distancing conditions for work, meals, etc., thus lacking the necessary conditions to resume operations.

The shortage of labor has led to a slowdown in the progress of work. In the key stages of green space management and protection, the dearth of a labor force has hindered the effective execution of certain tasks. For instance, due to untimely or poor-quality watering, foundational maintenance fails to meet the necessary standards, and springtime pest control work faces delays. If the quality of these pivotal tasks isn't upheld, it could jeopardize the overall maintenance work throughout the year and adversely affect the community's landscaping.

1.3 The fluctuating morale of workers has resulted in low work efficiency. The pandemic outbreak and effective control measures have had a significant impact on employees' mindset, affecting both the enterprises and employees. In the management and protection of green spaces, some workers lack adequate knowledge or understanding of COVID-19 prevention measures, which can affect their psychological state. This, in turn, can lead to fear among workers and reduce their efficiency, ultimately affecting the quality of their work. As managers responsible for greening management and protection, it is crucial to prioritize workers' ideological well-being during the pandemic prevention and control period. This not only ensures the quality of management and protection work but also helps control the spread of the pandemic.

## **2. Best practices in maintaining green spaces in the community during the COVID-19 pandemic period.**

### **2.1 Epidemic prevention and emergency management**

Due to the characteristics of COVID-19, it is important to establish and improve prevention and emergency plans for the daily management of garden

maintenance. This includes enhancing emergency management protocols for epidemic prevention.

Regarding the management of epidemic prevention and control materials, both current and future efforts should be focused on maintaining daily reserves. These reserves should encompass items such as disinfectants, disinfection equipment, emergency medical kits (including thermometers, etc.), a well-organized allocation and management of emergency funds, strict oversight of workers' residences, and the implementation of routine disinfection and sterilization procedures.

To bolster the emergency response capabilities of the project department, it is crucial to provide training for labor workers on prevention and control awareness, as well as appropriate actions to take.

## 2.2 Effective control of labor force

The prevention and control of COVID-19 constitute the primary focus of current efforts. Epidemic prevention should be integrated into the safety standardization framework for garden management and protection. Following this, epidemic prevention and control measures need to be more meticulously outlined. The implementation of a real-name system, source and destination tracking, and labor archive management for personnel should be carried out on a daily basis to facilitate systematic management. Particularly crucial is the 'one person, one file' approach for labor personnel. This approach should encompass personal information, physical health status, activity trajectory, on-site training and education progress, work efficiency, salary distribution, and more. Throughout the construction process, strict control over the activity trajectory of all labor is imperative. The project department mandates that labor enterprises achieve point-to-point management from the construction unit to the actual construction site.

## 2.3 Doing a Good Job in the Ideological Work of Greening Maintenance Workers

Enhancing the epidemic prevention awareness of green maintenance personnel is crucial for effectively managing the labor force's ideological work during the epidemic prevention and control period. In the initial stages of greening maintenance, the project leader should collaborate with the superior unit to develop training programs tailored to the workforce's needs regarding epidemic prevention and control. It's particularly important to emphasize psychological education related to epidemic prevention and control, enabling maintenance personnel to develop a comprehensive understanding of the COVID-19 epidemic. This understanding will help dispel fears and enhance the emotional resilience of the employees.

In cases where employees are grappling with anxiety, negative emotions, or other ideological challenges, the project leader should engage in timely and meaningful conversations to comprehend the underlying issues and triggers. Subsequently, targeted solutions should be provided. For employees facing severe ideological problems, the project leader should arrange for psychological intervention and treatment, and if necessary, offer them the option to take a break to safeguard the overall psychological well-being of the labor force.

Ultimately, it's essential to actively address the concerns of employees, alleviate the pressures they face in their personal lives, and extend support to alleviate the worries of the construction workers. This approach will enable them to work with a sense of peace and assurance.

### **3. Guidelines for management innovation aimed at maintaining green spaces in the community during the COVID-19 pandemic period in Suzhou City.**

#### **3.1 Establish the management system under the New normal**

Establish a reasonable, scientific, and flexible community greening and maintenance system, and clarify the goals and standards of greening and maintenance work. In practical work, it is necessary to adjust work strategies promptly based on actual problems, forming a situation where short-term maintenance work aligns with long-term maintenance work goals. Continuously improve management systems, including the maintenance progress inspection system, quality assessment system, safety inspection system, special plan system, and weekly work system.

Within the framework of the management system, the project leader should strengthen the organization and execution ability of green maintenance work. If it is found during the actual implementation process that the green maintenance personnel cannot meet the current work needs, adjust the work strategy, establish an emergency work team, plan maintenance in advance, and grasp the main issues in garden management and protection work. Plan ahead, initiate early action, emphasize development, and then focus on breakthroughs.

#### **3.2 Establish a technical team to improve green maintenance management technology**

The characteristics of greening and maintenance work in residential areas are comprehensive, systematic, and long-term. High-quality and skilled professionals are more conducive to achieving the effectiveness of community greening maintenance and management work. The establishment of a professional technical team is of great help in improving greening maintenance management technology and

plays a vital role in the professionalization of community landscape management science, as well as in maintaining the artistic aspect of community greening.

While establishing a technical team, strengthen the systematic ideological awareness and professional skills training for green maintenance technicians. This will enable them to understand the new technologies and trends in current garden management and protection, and effectively enhance their professional cognitive abilities. Consequently, they will be able to make timely judgments based on plant conditions and natural factors, allowing them to make necessary adjustments to fertilization, watering, and pest control.

### 3.3 Improve the targeted handling ability of special events

During the period of epidemic prevention and control, there is a high possibility of disrupting the normal work pace of community green maintenance operations. Therefore, in addition to the daily management of community green maintenance, it is necessary to enhance the targeted nature of maintenance work and improve the handling ability for special events. In the annual, quarterly, and monthly implementation of green maintenance plans for residential areas, common issues, weak maintenance links, and specific problems at particular times and areas are listed. Subsequent maintenance operations should then be targeted towards these specifics. For instance, tasks like spring watering, prevention of spring cold, spring fertilization, protective preventive medicine spraying, seedling support adjustment, seedling rejuvenation, grass thinning, tree hole finishing, weed removal, post-flower pruning, maintenance of drainage facilities, pest control for seedlings and lawns, fruit removal, drilling, and grass thinning of autumn lawns, autumn fertilization, autumn cutting, whitening, and cold prevention, etc. Building upon a foundation of effective daily work, further improvements can be made to enhance the professional level and precision of control.

According to the organized content of community green maintenance work, without disrupting the routine green maintenance, and under the overall guidance of the project leader, laborers should uniformly execute specific events within defined timeframes. It is essential to ensure comprehensive communication for these special events, clearly designate the person in charge of each special event, and specify the person responsible for event execution. For emergency situations or critical stages that impact the survival of seedlings, emphasis should be placed on addressing major issues while dealing with minor ones as well. Concentrating human and material resources to prioritize handling is crucial. Progress reporting for special events, timely issue feedback, problem analysis and summary, proposal of solutions, final reports on implementation status, ultimate outcomes, and a summary upon completion are all

necessary. The management of landscaping plays a crucial role in enhancing the urban environment, protecting the surroundings, and is a pivotal component in creating an eco-friendly metropolis.

To develop a high-quality garden management and protection project amidst the ongoing climate of epidemic prevention and control, it is imperative to focus on both the quality of management and protection and to bolster comprehensive management. The laws of natural ecological development should be respected while managing and protecting. In addition to proficiency in the necessary technical tools and management skills for garden maintenance, it's also essential to establish and enhance the management and protection mechanisms under unique circumstances, elevate the level of management and protection, and design a scientifically and artistically crafted garden landscape with the objective of ensuring project quality. The positive and valuable experiences gained from improved garden management throughout the outbreak provide valuable insights for future project management. The management of landscaping holds significant importance in enhancing the urban environment and environmental protection; it serves as a crucial means to present a business card of a sustainable city. In the current situation of epidemic prevention and control, the creation of high-quality garden management and protection projects requires attention to management and protection quality, and the strengthening of comprehensive management and protection. Simultaneously, management and protection must adhere to the natural laws of ecological development. Beyond mastery of the relevant technical tools and garden maintenance talents, it's essential to establish and refine management and protection mechanisms under special circumstances, elevate the level of management and protection, and craft a scientifically and artistically designed garden landscape while ensuring project quality.

The results of this research can be summarized as shown in Figure 5.1.

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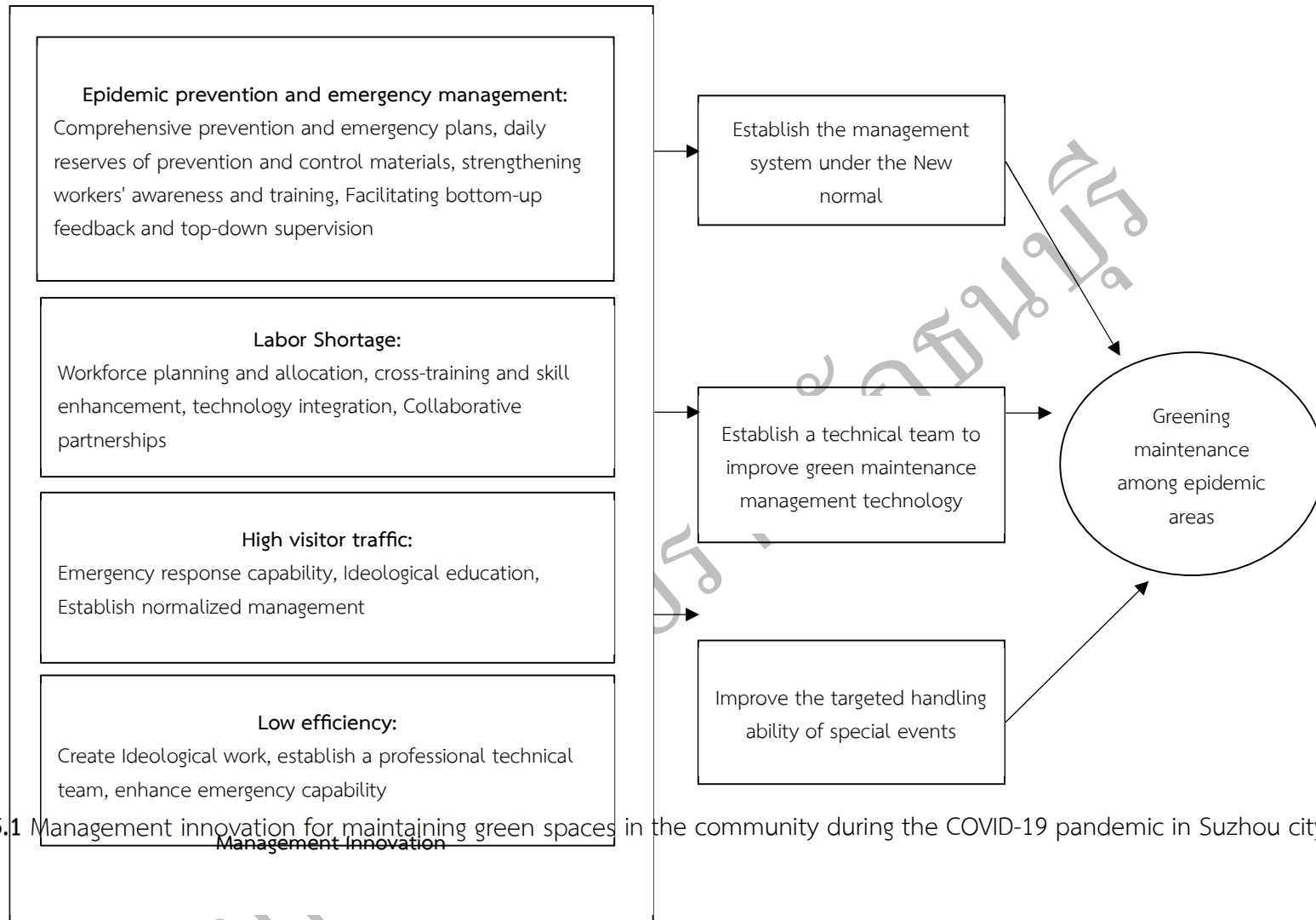


Figure 5.1 Management innovation for maintaining green spaces in the community during the COVID-19 pandemic in Suzhou city



## Discussions

### 1. Current conditions, problems, and obstacles of managing green spaces during the COVID-19 pandemic in Suzhou City.

The current situation, problems, and obstacles of green space management during the COVID-19 pandemic in Suzhou are significant. In line with the current situation as proposed by experts from the four green maintenance units in Suzhou, the control of labor force, work efficiency, and the number of visitors stands out as the most pressing issues during the epidemic period. The research findings shed light on the challenges faced by green space maintenance in residential areas amid the COVID-19 pandemic in Suzhou. The pandemic has significantly impacted the management and work efficiency of green space maintenance, resulting in restricted operations and a shortage of labor force.

Community landscape parks play a crucial role as social spaces for relaxation and recreation, forming an integral part of community greening management projects. However, the COVID-19 pandemic posed significant challenges in controlling the influx of visitors to these parks. Despite implementing closed management measures in Suzhou, the rising number of people going outdoors made it difficult to effectively manage the number of visitors. Moreover, various restrictions led to a shortage of workers, further hindering essential maintenance tasks such as weed removal, pruning, fertilization, pest control, and sanitation. The insufficient allocation of management and protection personnel across the park presented challenges in maintaining its overall landscape quality.

This research finding shares similarities with the study conducted by Velmourougane & Bhat (2017), which reviewed multiple reports highlighting various sustainability challenges encountered by different stakeholders along the coffee production chain. India, a significant coffee-producing and exporting country, is given special attention in the study. Challenges in coffee cultivation are encountered at various production stages, including on-farm production, processing, curing, transportation, shipment, and marketing. Issues such as pest and disease management, water and nutrient management, availability and cost of labor, and inadequate infrastructure facilities pose significant hurdles in producing high-quality coffee at the farm level.

The sudden outbreak of COVID-19 caught Suzhou's community greening enterprises unprepared. The extended holiday period and the reluctance of migrant workers to return to work exacerbated the labor shortage. This shortage of labor significantly slowed down work progress and affected critical tasks in green space

management and protection. For instance, untimely or poor-quality watering affected the maintenance of the foundation, and delayed pest control work in the spring posed risks to overall maintenance throughout the year, negatively impacting the community's landscaping.

The pandemic's outbreak and effective control measures had a profound impact on the mindset of employees, affecting both enterprises and workers. Some workers lacked adequate knowledge or understanding of COVID-19 prevention measures, leading to fear and reduced efficiency. This fluctuating morale and decreased efficiency could compromise the quality of work. As green space managers, it is essential to prioritize workers' well-being during the pandemic prevention and control period. This not only ensures the quality of management and protection work but also contributes to controlling the spread of the pandemic. The COVID-19 pandemic brought about significant changes to the job market, particularly affecting service sector employees. Those on the frontline, who were already dealing with uncertain working conditions, were confronted with immediate risks of contracting COVID-19 at work. Additionally, they had to adapt to new workplace safety protocols such as wearing masks, practicing social distancing, and adhering to sick leave policies, all within a politically divided atmosphere (Woods et al., 2023).

The COVID-19 pandemic significantly affected green space maintenance in Suzhou's residential areas. The challenges posed by managing community landscape parks, labor shortages, and fluctuating morale among workers highlight the importance of developing comprehensive and adaptive strategies to address such issues. Managers must focus on implementing effective prevention and emergency plans, ensuring a continuous supply of prevention and control materials, and providing proper training and support to workers. These efforts can help overcome the hurdles faced during the pandemic and ensure the sustainable maintenance and protection of green spaces in the community.

## **2. Best practices in maintaining green spaces in the community during the COVID-19 pandemic period.**

The primary task of prevention and control during the epidemic is effective labor management. Following this epidemic management effort, we need to be even more meticulous.

The second point is to ensure that the high pedestrian flow in community parks doesn't disrupt the normal rhythm of garden management and operations. Therefore, in addition to the daily maintenance and management of community green spaces, we should also enhance the relevance of maintenance work and special

activities. Building upon the organized management and protective work content, and without affecting the established maintenance tasks, labor personnel should uniformly implement specific events within designated time frames under the overall coordination of the project department. This will ensure the specific events are properly communicated, and the individuals responsible for these activities and their implementation are clearly defined. In case of unexpected events or critical links that affect the survival of seedlings, it's necessary to prioritize their resolution, allocating manpower and resources accordingly.

Effective employee communication and enhancing operators' awareness of epidemic prevention are pivotal aspects of ideological work during the epidemic prevention and control period. Develop training programs focusing on epidemic prevention and control for the workforce, with a special emphasis on psychological education about epidemic prevention and control. This will enable operators to develop a correct understanding of the epidemic, alleviate fears, and enhance employees' emotional resilience. For employees experiencing issues like anxiety and negative emotions, timely discussions should be conducted to comprehend the underlying causes and offer tailored solutions. By effectively addressing employees' real concerns, reducing life pressures, and assisting maintenance personnel in resolving worries, we can ensure a peaceful and focused work environment.

The aforementioned research findings are based on data obtained from interviews.

*“The first task of prevention and control during the epidemic is the effective control of labor. After this epidemic management work, we need to be more meticulous. The activity track of all maintenance personnel must be strictly controlled. The project leader requires that the maintenance personnel must achieve point-to-point management (Expert No. 3)”*

During the epidemic prevention and control period, the substantial influx of people into the community park may significantly disrupt the usual operational rhythm of garden management and protection. Therefore, in addition to the routine maintenance and management of the community green spaces, there is a need to enhance the specificity of maintenance tasks and special events. Based on the categorized management and protection responsibilities, and without compromising the established maintenance operations, the Project Department's overall coordination

should ensure the systematic execution of specific events within designated time frames by the labor workers. This approach aims to facilitate the transparent communication of the event's particulars, clarify the individuals accountable for the event, and manage its implementation. In cases of emergencies or critical phases impacting the survival of plantings, a priority-based allocation of resources should be adopted, focusing on significant matters and allocating human and material resources accordingly.

The core aspect of ideological work during the epidemic prevention and control period involves effectively managing the employees' perspectives and enhancing the operators' understanding of epidemic prevention. To achieve this, training programs addressing epidemic prevention and control knowledge should be developed for the workforce. Special emphasis should be placed on bolstering psychological education related to epidemic prevention and control. This effort seeks to enable operators to accurately comprehend the epidemic, overcome fear, and bolster their emotional resilience. Instances where employees exhibit apprehension or negative sentiments necessitate timely ideological conversations to comprehend the underlying concerns and reasons, subsequently applying pertinent solutions.

Addressing employees' practical predicaments and alleviating life pressures are crucial. This strategy not only assists in resolving maintenance personnel's worries but also fosters a conducive working environment, enabling them to execute their duties with a sense of ease.

### **3. Guidelines for management innovation aimed at maintaining green spaces in the community during the COVID-19 pandemic period in Suzhou City.**

3.1 The management innovation guide aims to maintain the community green space in Suzhou during the COVID-19 pandemic. Consistent with the views put forward by experts from four greening maintenance units, the effective management of the labor force, improvement of work efficiency, and flow management are key to greening maintenance during the epidemic. Research has shown that achieving the above points can better facilitate community greening and maintenance work during the epidemic period.

From the management innovation guide, it is evident that solving the problems and challenges of epidemic and emergency management in Suzhou relies on comprehensive prevention and emergency plans, daily reserves of prevention and control materials, strengthening workers' awareness and training, promoting bottom-up feedback, and top-down supervision. This aligns with the findings of the research and expert interviews, which emphasize the significance of comprehensive prevention

and emergency plans. These plans should outline detailed agreements and procedures for managing and containing potential outbreaks, ensuring swift and effective responses to any emerging situations.

The daily reserves of epidemic prevention and control materials are crucial for ensuring the continuous supply of necessary epidemic prevention and control materials. Maintaining a daily inventory of disinfectants, disinfection equipment, and essential medical supplies (such as thermometers) is vital for a timely response to any health-related situations. Strengthening workers' awareness and training through regular sessions is necessary to educate workers about COVID-19 prevention and control measures. It is crucial to enhance their understanding of the importance of complying with hygiene regulations and guidelines.

Furthermore, promoting bottom-up feedback and top-down supervision is essential. This entails encouraging workers to provide feedback on prevention and control measures, fostering an open and communicative environment. Simultaneously, establishing a robust top-down supervision and inspection system is necessary to ensure effective and consistent compliance with the agreements. Managers must implement effective prevention and emergency plans, ensure the continuous supply of prevention and control materials, and provide appropriate training and support to workers. This will foster bottom-up feedback and top-down supervision, aiding in overcoming obstacles faced during the epidemic.

Moreover, these efforts are crucial for ensuring the sustainable maintenance and protection of community green spaces. The findings of this research are consistent with those of Chan & Hawkins (2012), who considered the application of environmental management systems (EMS) as a management innovation. They advocated for a bottom-up approach to change, but for a hotel with a predominantly Chinese workforce, a top-down approach to implementing EMS was found to be more suitable due to cultural considerations.

3.2 It can be observed from the management innovation guide that during the COVID-19 period in Suzhou, the solution to the labor shortage challenge relies on management innovation. This includes labor planning and distribution, cross-training and skill enhancement, technology integration, and partnerships. These methods are consistent with the expert interview results, demonstrating coherence, applicability, feasibility, and practicality.

The guidelines for workforce planning and allocation encompass the creation of a comprehensive workforce plan, taking into account specific workforce requirements during various stages of maintenance work. Tasks are prioritized, and

manpower is allocated accordingly to ensure that essential activities such as irrigation and pest control receive adequate attention.

This method helps mitigate the impact of labor shortages and ensures the timely completion of critical tasks. To achieve maximum success, it is necessary to supplement labor planning and allocation through cross-training and skill enhancement. This requires implementing cross-training programs to enhance employees' skills and knowledge in various maintenance tasks. By doing so, task allocation can be more flexible, and a wider group of employees will be able to handle different responsibilities. Cross-training enables communities to better adapt to labor shortages and maintain the continuity of work. A fundamental management innovation that needs consideration is technology integration. This involves exploring the use of technology and automation in maintenance activities. For example, automated irrigation systems can ensure the timely and accurate watering of plants, reducing reliance on manual labor. Technology-based solutions, such as monitoring systems or targeted therapy, can also support pest control methods and minimize the need for extensive manual intervention. Integrated technology can optimize efficiency and compensate for labor shortages. Additionally, partnerships are another key management innovation that needs implementation. Establishing partnerships with external organizations or contractors specializing in maintenance services can provide additional human resources during labor shortages. Collaborating with experienced professionals can improve the effectiveness and efficiency of maintenance work. These management innovations, including labor planning and allocation, cross-training and skill enhancement, technology integration, and collaborative partnerships, are crucial for successfully addressing labor shortage challenges during the Suzhou pandemic.

The COVID-19 pandemic has significantly impacted the maintenance of green spaces in Suzhou residential areas. To address this issue, managers need to prioritize several key strategies, including workforce planning and allocation, cross-training and skill development, integrating technology, and forming partnerships. By focusing on these measures, they can overcome the challenges brought on by the epidemic and ensure the long-term sustainability and protection of community green spaces. This research finding aligns with the study by Chowdhury et al. (2023), which highlights the importance of management innovation in HRM, particularly in employee skill development. This requires a harmonious integration of technology and leveraging diverse networks for effective management. The study emphasizes the need to go beyond just relying on technical resources and, instead, invest in developing essential non-technical aspects such as human skills, leadership, team coordination, organizational

culture, innovation mindset, governance strategy, and strategies for integrating AI with employees. By adopting these approaches, organizations can effectively leverage IT adoption and obtain various business benefits. This research underscores the significance of organizational resources, as depicted in the proposed IT capability framework, which integrates resource-based view and knowledge-based view theories (Moreno, Pinheiro, & Joia, 2012).

3.3 It is evident from the management innovation guide that during the COVID-19 period in Suzhou, addressing the challenges posed by heavy community foot traffic and difficulties in control relies on management innovation. This encompasses emergency response capabilities, ideological education efforts, and the establishment of standardized management. These methods align with the insights gathered from expert interviews, demonstrating consistency, applicability, feasibility, and practicality.

The guidelines for managing high pedestrian flow and challenging scenarios in community landscape parks involve formulating comprehensive daily emergency plans to meet specific labor demands at various stages of greening and maintenance operations. Throughout the epidemic prevention and control phase, the regular pace of community greening maintenance and management was disrupted.

Considering the substantial potential of community greening and maintenance work, it is imperative to not only focus on daily landscaping and green space management but also to enhance the relevance of such efforts and bolster the capability to address special events in a targeted manner (Pincetl & Gearin, 2005). Within the framework of annual, quarterly, and monthly garden and green space management and protection plans, common issues and weak points in management and protection are identified, along with specific challenges in designated timeframes and areas. This paves the way for dedicated special management during subsequent maintenance operations. Building upon a solid foundation of daily work, there's a need to elevate professional standards and fine-tune control mechanisms.

Simultaneously, it's crucial to prioritize the ideological work among residents by actively promoting epidemic prevention policies. Given the urgency and complexity of the prevention task, it's vital to communicate information and relevant documents from nationally recognized "prevention and control" conferences across various Suzhou communities. Rigorously enforcing the prevention and control process, streamlining the frontline procedures, standardizing services, instituting a supervision system for prevention and control, and maintaining disinfection records become paramount. Project management personnel are to sign responsibility letters, ensuring 24/7 availability during emergencies, stepping out of the office when needed, and

excelling in training, protection, coordination, disinfection recordkeeping, and related tasks for frontline staff.

Regular contact with pertinent health and epidemic prevention institutions is necessary for disease prevention and control awareness campaigns. Disseminating COVID-19 information within the community is essential to educate property owners and users about the fundamentals of infectious disease prevention and control. Encouraging the use of proper masks, frequent handwashing, regular disinfection, minimizing gatherings, ensuring indoor ventilation, engaging in physical activity, maintaining a one-meter distance from others, and cultivating good personal hygiene habits are of paramount importance.

Residents should vigilantly monitor their health status and that of their families. If symptoms like fever, cough, nasal congestion, runny nose, sore throat, muscle pain, or diarrhea surface, protective measures should be promptly adopted, and medical attention from fever clinics sought. Individuals should proactively disclose travel and contact history, wearing masks throughout medical visits to avoid public transportation.

Furthermore, individuals outside the city (returning to Suzhou) must report in advance to "Suzhou Road" and notify the community, organizations, and hotels three days prior. Upon arrival, they should actively cooperate with centralized isolation, home isolation, health monitoring, nucleic acid testing, and other prevention and control measures. Collaboration with property and community personnel is essential in encouraging residents to participate in nucleic acid testing. Adhering to city-arranged normalized prevention and control procedures, individuals should timely engage in nearby nucleic acid testing, ensuring comprehensive testing. Active collaboration with the Community hospital for relevant vaccination efforts is imperative to safeguard personal health.

Strengthening the management of community parks is vital. Two personnel should be on duty in the community park, ensuring continuous 24-hour coverage and no unjustified absence. Personnel at the park should scan site codes and verify the two codes (Health Code and travel code) to guarantee comprehensive coverage and eliminate blind spots. Thorough environment disinfection and sterilization should be a priority, using disinfectants in scientifically appropriate ratios. Timely disinfection and sterilization of frequently touched areas among park facilities, fitness equipment, and community personnel are essential, along with maintaining a disinfection and sterilization log. This log should include details such as names, genders, ID card numbers, phone numbers, body temperatures, test results, and travel code outcomes.



This measure ensures the health of those entering the community park and collaborates with community property for relevant record-keeping.

Installing conspicuous signs in work areas to discourage resident entry and placing noticeable signs in community parks to display real-time entry numbers enhances awareness of prevention and control measures. Managers must wholeheartedly embrace these management innovations, encompassing labor planning and allocation, ideological education, and standardized management. Such efforts are pivotal in surmounting challenges posed by the epidemic and guaranteeing the sustainable upkeep and protection of community green spaces.

3.4 It is evident from the management innovation guide that the solution to the problem of low work efficiency during COVID-19 in Suzhou depends on management innovation. This includes building professional teams, improving thinking ability, and enhancing emergency response capacity. These findings are in line with the results of research and expert interviews, which emphasize the significance of these management approaches in addressing work efficiency.

The guiding principle for improving the low work efficiency of community green maintenance personnel includes developing comprehensive daily emergency plans. This consideration arises from the fact that, during the early stages of the epidemic, green maintenance personnel may experience significant fluctuations in their ideologies and work efficiency. For a community green maintenance enterprise or a frontline manager, excelling in labor and ideological work during the epidemic prevention and control period serves as not only a guarantee for effective management and protection efforts but also a key aspect of successful epidemic prevention and control. Therefore, it becomes particularly important to ensure proper management of employees' ideologies during this period, aligning with the demands of the situation and the times.

Amid the epidemic prevention and control phase, enhancing workers' awareness of epidemic prevention becomes crucial for maintaining a productive workforce and is a cornerstone of effective ideological work. At the forefront of community greening and maintenance tasks, the project department should collaborate with higher-level units (such as property management and local authorities) and integrate reality to provide workforce training in epidemic prevention and control knowledge. Special emphasis should be given to reinforcing psychological education on epidemic prevention and control. This approach empowers project managers to accurately comprehend the epidemic situation, dispel fear, and enhance employee emotional resilience. When employees encounter anxiety, negative emotions, or other ideological

challenges, the project department should promptly engage in ideological dialogues. This involves identifying the root causes of their concerns and providing tailored solutions. In cases of severe ideological challenges, the project department should seek assistance from professional psychological counselors or psychologists for psychological intervention and treatment to safeguard the mental well-being of the workforce. Lastly, addressing employees' practical issues, alleviating life pressures, and aiding green maintenance workers in resolving their concerns contribute to a peaceful work environment.

Simultaneously, greening maintenance units need to recruit more professionals, offer additional training sessions, establish technical teams, and enhance their skills in the Computerized Maintenance Management System. Community greening maintenance is characterized by its comprehensive, systematic, and long-term nature. Employing highly skilled professionals contributes to effective garden management and protection. Forming professional technical teams significantly boosts the technical prowess of garden maintenance and management, thereby playing a pivotal role in advancing garden landscape professionalism. During the establishment of technical teams, it's vital to strengthen systematic ideological awareness and provide professional skills training for maintenance technicians. This equips them to grasp new community green maintenance technologies and trends, enhances their professional cognitive abilities, enables informed judgments based on plant and weather conditions, and allows for necessary adjustments in fertilization, watering, and pest control.

More importantly, enhancing ideological awareness is paramount. Organizing frequent working meetings for all staff and community maintenance project leaders is essential. This initiative focuses on elevating ideological comprehension, reinforcing responsibility, and paying meticulous attention to critical aspects like water irrigation, fertilization, pruning, health management, ridge cutting and reseeding, infrastructure maintenance, and pest control. These efforts provide a strong foundation for year-round maintenance work. Further investment in business training is necessary. Arranging training sessions on green maintenance techniques, including practical demonstrations of local tree and shrub pruning methods, is instrumental. Likewise, training should cover common pest control strategies, elucidating control methods for prevalent pests such as aphids, powdery mildew, and autumn fluoride application. By conducting business training, the professional and technical capabilities of employees in various maintenance companies can be effectively upgraded.

Greening maintenance units should intensify their supervision and inspection efforts. Routine maintenance, pest control, spring pruning, safe production,

epidemic prevention and control, and other tasks should be incorporated into the assessment framework. Repeated supervision and inspection aid in summarizing feedback and targeting the implementation of each specific facet of the Computerized Maintenance Management System, along with resolving issues. Due to insufficient ideological work and notable fluctuations in personnel mindset during the epidemic prevention and control phase, work efficiency might lag, potentially leading to delayed maintenance in community green maintenance operations. This circumstance could result in pest infestations, weed growth, plant mortality, or an unsightly appearance in areas not promptly maintained. Strengthening the ability to handle special events is paramount. The initial monthly, quarterly, and annual maintenance plans should outline common problems, weak links, and specific area features related to community greening maintenance. Subsequent greening maintenance efforts should address these concerns specifically. For instance, ensuring the maintenance of key areas such as major roads, landscape belts, and community green parks, as well as safeguarding plant survival in areas that may experience delayed maintenance. Priority should be allocated to crucial regions like major roads and residential landscape parks, involving tasks like re-greening, watering, plant pruning, grass mowing, autumn whitewashing, and winter protection. Moreover, elevating professional expertise and refining control strategies are crucial. For emergencies or critical tasks that influence seedling survival, a targeted approach prioritizing major over minor tasks should be adopted, concentrating available resources. Progress in emergency response time should be reported, accompanied by timely feedback, issue analysis, proposed solutions, and final implementation status reporting. The process should culminate in comprehensive documentation.

Managers must embrace these innovative management practices, encompassing the establishment of professional teams, the enhancement of critical thinking skills, and the bolstering of emergency response capabilities. These endeavors facilitate surmounting challenges posed during the epidemic and ensure the sustainable maintenance and protection of community green spaces (Aldianto et al., 2021). Managers should diligently adhere to regulatory requirements, underscore key aspects, comprehensively implement epidemic prevention and control measures, strictly curtail the spread of novel coronavirus-induced pneumonia, and execute all tasks in a secure and orderly manner. Firstly, a scientifically designed resumption plan should be devised. All construction and maintenance units must strengthen communication and organize staggered resumption schedules based on project priorities. Construction must not commence for projects not meeting the criteria for

closed management, and personnel who don't meet the requirements for returning to work during the epidemic prevention and control period in this city should not be allowed to resume work. Secondly, meticulous management of new migrant workers is essential. A 14-day medical observation period should be established for new migrant workers, and those who don't undergo this observation period should be prohibited from leaving the designated location as stipulated by regulations. Migrant workers and other individuals undergoing medical observation should be segregated into distinct areas to avoid intermingling.

The aforementioned research findings are grounded in JLB [2020] and are drawn from the literature. In simpler terms, the "Notice of Beijing Municipal Bureau of Landscaping and Greening on Printing and Distributing the Administrative Provisions on the Prevention and Control of Pneumonia Caused by Novel Coronavirus at Landscaping Construction Sites," issued by the Beijing Municipal Bureau of Landscape Architecture, introduced the "Notice of the Beijing Municipal Bureau of Landscaping and Greening on Printing and Distributing the Administrative Regulations on the Prevention and Control of Pneumonia Infected by Novel Coronavirus at the Landscaping Construction Site (JLB [2020] No. 23)." This notice outlined specific requirements such as "14 days of medical observation," "establishment of records for migrant workers," and the "daily reporting system." For comprehensive details, please refer to this document and ensure effective innovative management.

## **Recommendations**

During future epidemic periods, it is recommended to thoroughly disinfect and clean urban parks and green spaces. Additionally, proper greening and maintenance of residential areas should be ensured. Managing employee health and safety is crucial, including the reinforcement of personal safety measures for employees and the establishment of comprehensive employee health records. Upholding high-quality management and maintenance of green spaces is essential to provide a safe, pleasant, and comfortable environment for public use. This approach aims to effectively address both epidemic prevention and day-to-day maintenance requirements.

Promoting the community's green space service function and highlighting the values of harmonious development between humans and nature are important aspects. Various means should be employed to convey the principles of respecting and balancing nature, along with promoting the concept of sustainable development.

### **1. Practical Recommendation**

1.1 Green maintenance enterprises should excel in epidemic prevention and emergency management. Due to the specific characteristics of the novel coronavirus pneumonia, all landscaping maintenance units must establish and enhance their prevention and emergency plans as part of their daily garden management routine. This is essential to bolster the management of epidemic prevention and emergency responses.

In terms of epidemic prevention and control materials, both current and future efforts should focus on maintaining adequate daily reserves. These reserves should include disinfectants, disinfection equipment, emergency medical supplies (including thermometers, etc.), well-planned allocation and management of emergency funds, and proper arrangement of workers' accommodations. Additionally, implementing closed management and daily disinfection procedures are imperative. Furthermore, there should be a concentrated effort to enhance the emergency response capabilities of each project department. This can be achieved through comprehensive training of labor workers to raise their awareness and improve their adherence to preventive measures. Establishing a feedback loop for prevention and control efforts, where insights from the bottom-up are considered, should be complemented by top-down supervision and inspections.

1.2 Enterprises must effectively manage and control the labor force. The prevention and control of new coronary pneumonia is the primary task in the current work. Epidemic prevention work should be enriched through safety standardization of garden management and protection. After the management of epidemic prevention and control, labor management should be more detailed. The real-name system, sources, and whereabouts of laborers, along with file management of the labor force, should be conducted routinely for systematic management. This is especially important for maintaining a separate file for each laborer. The content of each individual file should include: personal information, physical health status, activity track, on-site training and education status, work energy efficiency, and salary payment status, etc. Throughout the construction process, the activity trajectory of all labor forces must be strictly controlled. The project department requires the greening and maintenance enterprises to implement point-to-point management from the construction unit to the factory.

1.3 Greening maintenance units must effectively manage the ideological well-being of their employees and enhance operators' awareness of epidemic prevention. This is crucial for maintaining a strong workforce during the epidemic prevention and control period. At the forefront of community greening maintenance, the project

department, in collaboration with superior units, should design training programs tailored to the labor force's needs, focusing on epidemic prevention and control knowledge. Particularly, it's essential to reinforce psychological education related to epidemic prevention and control. This effort will help operators accurately understand the situation, alleviate fear, and enhance their emotional resilience.

In cases where employees experience issues like anxiety and negative emotions, the project department should promptly engage in ideological discussions. These conversations can provide insight into the root causes of these problems and allow for targeted solutions. If any workers exhibit severe ideological challenges, the project department should proactively seek assistance from professional psychological counselors or psychologists. Timely psychological intervention and treatment are crucial to ensure the mental well-being of the workforce. Lastly, addressing the practical concerns of employees and alleviating life pressures are essential steps. By doing so, the construction workers' worries can be eased, allowing them to work with a sense of peace.

1.4 The Green Maintenance Unit is establishing a management system based on the new normalization. It aims to create a reasonable, scientific, and flexible management and protection system for gardens and green spaces, while also clarifying the tasks related to greening and maintenance. In the course of practical work, it is crucial to promptly adjust the work strategy in response to actual problems. This adjustment ensures alignment between short-term maintenance tasks and the long-term maintenance goals. Additionally, continuous enhancement of the management system is essential. This can be achieved through the implementation of systems such as maintenance progress inspection, quality assessment, safety inspection, special project programming, and task clarification.

Within the framework of this management system, the project department must strengthen both the organization of community greening management and protection efforts and the execution capabilities. For instance, during the development process, if there is a shortage of labor to meet current demands, a strategic shift is necessary. This involves labor integration, maximizing efficiency, establishing an emergency work team, addressing primary issues in community greening and maintenance, meticulous planning, progressive development, and a focus-first approach.

1.5 The greening maintenance unit should establish a technical team to enhance maintenance management technology. Additionally, they should focus on providing effective training for greening maintenance personnel to enhance their skills and broaden their knowledge in greening maintenance. The nature of greening

maintenance work within the community is characterized by its comprehensiveness, systematic approach, and long-term commitment. Having highly skilled professionals of the utmost quality would greatly contribute to the effectiveness of garden management.

The creation of a dedicated technical team would significantly aid in the improvement of maintenance management technology, playing a vital role in the professionalization and scientific management of landscapes. Concurrently, as the greening maintenance technical team is formed, it is crucial to reinforce systematic ideologies and provide professional skills training for maintenance technicians. This will enable them to stay updated with the latest advancements in greening maintenance technology and trends within the community. It will also enhance their cognitive abilities, allowing them to make timely judgments based on plant conditions and weather forecasts. These informed decisions will facilitate adjustments in fertilization, watering, and pest control methods.

## **2. Recommendation for Future Research**

2.1 Future research should conduct a comprehensive investigation into the enduring impact and lasting viability of management innovations executed during the COVID-19 pandemic in Suzhou. In particular, researchers ought to delve into the sustained application and effectiveness of labor planning and distribution, cross-training and skill enhancement, technology integration, and partnerships in preserving green spaces beyond the pandemic period.

2.2 In terms of integrating technology for green space management, forthcoming research should scrutinize the integration of advanced technologies such as remote sensing, geographic information systems (GIS), and data analytics in green space management, both during and after the pandemic. This inquiry should delve into how technology can optimize resource allocation, monitor the health of green spaces, and facilitate decision-making processes. Furthermore, future studies should investigate the challenges and benefits of incorporating innovative technologies to ensure the sustainable management of green spaces.

2.3 It is essential for future research to explore the long-term efficacy and sustainability of management innovations deployed during the COVID-19 pandemic in Suzhou's community green spaces. This study should evaluate how these innovations have continued to impact the maintenance and protection of green spaces in the post-pandemic period, as well as whether they have become integral components of standard practices in community greening and management. Additionally, addressing the challenges and obstacles faced in sustaining these innovations and identifying

potential strategies to overcome them would be invaluable for guiding future urban planning and management endeavors.

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