Study on human resource management of logistics enterprises from the perspective of supply chain

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Abstract: *In the post-pandemic era, uncertainty becomes a normal situation. If logistics enterprises want to resume production quickly and achieve the expected strategic objectives, their human resource management have to be strategically resilient, and supply chain management plays a vital role in the development history of logistics industry. Based on human resource supply chain, this paper interpreted the risks and relevant strategies in the process of human resource management of logistics enterprises from a perspective of supply chain, aiming to formulate effective strategies for human resource management of logistics enterprises, give play to talent advantage of enterprises, promote market competitiveness of logistics enterprises, and assist them to develop from a better and higher perspective.*

Keywords: *supply chain perspective; logistics enterprise; human resource management; risk control; strategy research*

1. Introduction

In the post-pandemic era, logistics enterprises face an increasingly volatile, uncertain, complex and ambiguous environment, and it's unable to comprehensively interpret complicated human resource management problems with traditional tools and methods. With the wide application of intelligent logistics, new commercial activities and new business modes are brought forth constantly, and the human resource management of logistics enterprises is upgraded and iterated from service function to human capital increment. It is extremely urgent for them to transform from professional to expert role. Many logistics enterprises may run into the bottleneck of human resource management, especially talent management. Building an effective internal and external talent supply chain is the key to obtain competitive advantage, expand enterprise boundary and set up barriers to competition.

2. Human resource management

Drucker proposed the connotation of human resources at a deep level in his book *Practice of Management*.[1] He believes that human resources are the most unique among all resources, with the widest application range, the highest production potential, and the most output resources. It requires various abilities, namely "coordination ability, integration ability, judgment and imagination", and is developed and utilized through incentive mechanisms. Efficient human resources will inevitably bring high returns.

Human resource management mainly includes six modules: human resource planning, recruitment and configuration, training and development, performance management, salary and welfare management, labor relations (As shown in table 1). [2]

Table 1: Six modules of human resource management

No.	Main modules	Job Description
Module 1	Human resource planning	The job responsibilities include setting up the organizational structure of the enterprise management department, assigning job responsibilities to employees, establishing and improving internal rules and regulations of the enterprise, and budgeting costs required for human resource management.
Module 2	Recruitment and configuration	The main content of recruitment and allocation work is to analyze recruitment requirements based on the long-term development needs of the company, arrange recruitment work in advance, establish interview time procedures, select recruitment channels, estimate recruitment effectiveness, develop recruitment alternatives, and maintain employee turnover work. Recruitment and allocation play an important role in the development of enterprises. The healthy development of enterprises requires the recruitment of excellent talents, so that the human resource management of the entire enterprise presents a virtuous cycle. In the recruitment and allocation process, selecting talents reasonably, matching abilities with positions, and maximizing the utilization of talents are the key.
Module 3	Training and development	In the process of enterprise development, employee training is an important way for the company to centralize talent management. Regular training for employees can accelerate their work efficiency and promote sustainable development of the enterprise. Regular training for employees is also an important way for enterprises to recruit and attract talents. Training, as a welfare policy and talent cultivation model, is highly valued in enterprises. The training provided by enterprises to relevant personnel includes both external and internal training. External training mainly refers to the enterprise hiring relevant experts and scholars from consulting companies to tailor a complete set of training programs for the enterprise. Internal training refers to the communication and training between employees within a company. Due to the significant differences in business operations within the company, there are significant differences in the methods and methods of internal training. Therefore, the most crucial aspect of internal training is to plan well.
Module 4	Performance management	The content of performance management mainly includes preparation, implementation, supervision, assessment, summary, practical application and development, and performance improvement of performance management.
Module 5	Salary and welfare Management	Salary and benefits management can stimulate employees' work enthusiasm, and the salary and benefits of different employees must have differences. The setting of salary and benefits must motivate employees to the greatest extent on the basis of cost savings.
Module 6	Labor relations	The work content of labor relationship management mainly includes labor wage processing, talent position allocation, talent recruitment, regular training, employee motivation, employee performance evaluation, and performance improvement plans.

3. Study on problems of human resource management in logistics enterprises

3.1 Recruitment risk

In the process of staff recruitment, there is a big information gap between human resource staffs and job seekers, and logistics enterprises may have unequal cognition on the ability of job seekers, thus, great risk may exist during talent recruitment. On the one hand, the enterprises may have over-high cognition of the employees' ability, but the employees can't meet the need of their posts or are incompetent to the job, bringing various risks and problems to the enterprises; on the other hand, the enterprises may have over-low cognition of the actual ability of employees, resulting in the job-hopping of staffs who are originally suitable to the posts due to poor remuneration, thereby, the enterprises lose their talents and human resource[3].

3.2 Turnover risk

Staff turnover risk refers to the staff flow-in and flow-out risk. Logistics enterprises as large comprehensive enterprises, their staff composition and post composition are complex, so the internal calling and external flow-in and flow-out of staffs are inevitable. Though reasonable staff calling and internal and external flow can effectively optimize the human resource structure of enterprise, but for logistics enterprises, staff turnover risk not only increases the charge of talent recruitment of enterprise, but also leads to a decrease of staffs' reliability and belonging to enterprise, or even results in internal structural disorder and affects the normal work. Besides, the flow-out of core member and the flow-in of unqualified members will also bring great uncertainty to the enterprise[4].

3.3 Training risk

Logistics enterprises have to make regular training on staffs to guarantee their talent competition advantage inside the enterprise. Therefore, staff training is an important content of human resource management of enterprise. However, when the enterprises organize staff training, they could encounter risks. For example, if the training content, trainees and trainer are not selected properly, they may violate against the original intention of talent training and affect the human resource management level[4].

3.4 Outsourcing risk

Human resource outsourcing refers to that a logistics enterprise signs contract with other human resource management individuals, while the outsourcing company provides human resource service and assumes relevant work, and the enterprise pay for relevant charges. The risks that the logistics companies may face in business outsourcing include: (1) Risk of selecting outsourcing service management company: the logistics enterprises inevitably have to communicate with outsourcing service provider about their need, but the latter may choose some unqualified people or people with insufficient business level to chase higher interest, which will cause logistics enterprises to assume large loss; (2) Risk of internal staff management: when the outsourcing service providers are using their human resource function, they may dismiss staffs or take job rotation so as to reduce staff training opportunities. An inappropriate staff management strategy could strictly affect staff motivation, hit their confidence in work, and further influence the normal operating and management activities of enterprise; (3) Legal risk: in China, the laws related to the business relation between logistics enterprise and outsourcing company are not perfect at present. The outsourcing service provides are always too arbitrary in carrying out outsourcing work, and follow a simple mode that only if they can finish the work, they can get paid. Such management system lacking of management often shows unconventional behaviors and performance in actual operation, which is the major risk of logistics enterprises in service engineering outsourcing; (4) Enterprise privacy safety: when choosing an outsourcing service provider, the logistics enterprises have to disclose some internal information to the provider, which means a part of business secret and enterprise privacy is possible to be leaked. Once business secret is leaked, this will not only affect the competition scheme of enterprise in the industry, but also will irreparable loss[5].

4. Human resource management procedure of logistics enterprise from a perspective of supply chain

4.1 Risk identification

Managers of logistics enterprises should effectively control various human resource management risks that may exist during operation. First, they should identify risks. Human resource management department should have the awareness of plan ahead and actively respond to sudden risk management, formulate risk management countermeasures, pay attention to potential risks and crisis at the present stage, and lay a good foundation for the handling of subsequent human resource risk management work.

4.2 Risk assessment

For possible risks, human resource management department of enterprises should make systematic assessment on corresponding risks and discuss its harm in details. First, it is necessary to make source investigation on possible risks, understand the cause and effect of such risks, and make an effective, targeted and comprehensive survey of relevant risks. Then, according to the survey results, they should predict and judge the actual risks during human resource management, predict the occurrence probability of risk, take active action to quantify risks in line with the strategy of rolling with punches, and finally form relevant countermeasures of human resource risks according to risk harmfulness, occurrence and timeliness.

4.3 Strategic risk taking

Strategic risk taking refers to the countermeasures taken by human resource management

department in the face of risks, including the circumvention and elimination of predicted risks. In the process of strategic risk taking, it is first to investigate the predicted risks in human resource management of logistics enterprise, formulate risk solution, carry out group discussion and demonstration, report to higher level for approval and finally implement the scheme.

4.4 Risk monitoring

Logistics enterprises are emerging enterprise developing at high speed. Their human resource management is a progressive process. After responding to a risk, they should not relax but take active action to prevent the occurrence of next risk. They can develop effective risk prediction mechanism to ensure effective risk identification, assessment and treatment during human resource management[6].

5. Effective strategies to improve human resource management level

5.1 Scientifically analyze training need

Training need analysis refers to that a human resource management department takes its company's development strategy as guidance, adopts various investigation methods such as questionnaire and face-to-face interview, makes comprehensive assessment and analysis on the knowledge, post skill and work attitude of employees at all levels of the enterprise, explores who and what needs to be trained, designs targeted training content, and determines the details of training process. All training need analysis focuses on company strategy. Training need shall be adjusted according to prevailing market policy and environment. Human resource management department should keep an eye on the change of company strategy, timely and deeply explore the core demand of company development, make prospective forecast, determine training need, and cultivate staffs with sustainable development potential.

5.2 Standardize staff recruitment work

In order to effectively reduce the recruitment risk of logistics enterprises, when human resource departments are organizing a recruitment, they should not only emphasize the analysis of job requirements, but also pay more attention to the examination of the comprehensive quality of candidates, so as to ensure the quality and ability of a job seeker to meet the basic need of the post, not easily miss any excellent person, and effectively control the loss rate of staffs. At the same time, logistics enterprises should adopt diversified talent recruitment means, expand the strength and scope of excellent talent recruitment, for example, a combination of internal recruitment and external recruitment, and a combination of independent enterprise recruitment and outsourcing recruitment, etc.

5.3 Optimize remuneration system design

A standard of measuring post value could be set for similar positions integrating with post description, and salary could be determined by post positioning and value measurement. When remuneration management staffs are designing the basic salaries, they shall increase the salary gap to a certain extent according to post properties; for departments with many layers, it is possible to compress post level and implement broadband salary. The enterprise's remuneration management not only needs to combine with its strategic planning, but also has to adopt different fixed salary and floating wage structure according to different posts to motivate and keep staffs. Different posts with different responsibilities and levels have different job contents and create different values, so it is required to treat post differently according to specific situation when setting up the remuneration structure.[7]

5.4 Optimize performance management

If an enterprise wishes to motivate the staffs and raise organizational performance, it is first to emphasize the rationality of performance indicators of important business posts. In case that a staff fails to meet his/her performance indicator even by overtime work and can't obtain the proper performance bonus, he/she is easily to feel dissatisfied with the remuneration structure ratio set by the company, reduce his/her enthusiasm for work, and think about resignation and job-hopping. So, it is very essential for an enterprise to re-measure and flexibly adjust performance indicator maximum according to organizational operation and production requirements and staffs' skill condition. Before the

performance group sets up the target value of performance indicator, they have to take full consideration of enterprise's development strategy, analyze what a level shall the staff performance achieve to adapt to enterprise development, give questionnaire to the staffs and principals of relevant post on the study of realizing performance maximum, and refer to and compare the completion of the target value of previous performance assessment indicators.

6. Conclusion

In conclusion, human resource management is a key link for the development of logistics enterprises. It is helpful for logistics enterprises to select professional personnel by human resource planning and recruitment, promote overall quality and skill of staffs by training and development, and raise staffs' loyalty by performance appraisal and incentive management, so as to establish reasonable system and seize bigger share of market and economic interest. In particular, in the post-pandemic era, all kinds of risks increase in human resource management, logistics enterprises need to intensify the capability to prevent and control human resource management risks, continuously improve their talent advantage and comprehensive competition strength, and facilitate a healthy and sustainable development.

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