

Analysis of the Strategic and Organizational Status of Human Resource Management Department of Logistics Enterprises in Beijing

GONG Xiuyun^{[a],*}

^[a]Department of Labor Relations and Human Resources, Beijing Wuzi University, Beijing, China,
*Corresponding author.

Received 20 December 2014; accepted 5 March 2015
Published online 26 April 2015

Abstract

Based on investigation of 114 enterprises in logistics park in Beijing, it was understood that the strategic position and organizational status in the human resources management department. A large of logistics enterprises are low cost strategy on the surveyed logistics enterprises. Strategic position of human resources management department of part of the enterprise has not been given due attention. Survival environment of the logistics industry has great influence on the concept of human resources management. The inner organization of most logistics enterprises was in good condition and established the information management process.

Key words: Human; Resources; Management; Strategy

Gong, X. Y. (2015). Analysis of the Strategic and Organizational Status of Human Resource Management Department of Logistics Enterprises in Beijing. *Studies in Sociology of Science*, 6(2), 13-16. Available from: URL: <http://www.cscanada.net/index.php/sss/article/view/6270>
DOI: <http://dx.doi.org/10.3968/6270>

INTRODUCTION

The important role of logistics industry in the development of national economy has become increasingly prominent. As the key to the development of industry of national “Twelfth Five Year Plan”, the state will develop “the logistics industry development planning (2012-2020)”, the logistics industry will enter a new stage of rapid development. From the present situation, logistics stock resources are quite abundant, space layout is basically rational, logistics enterprises have already become an

important industry of Beijing, but the problem of logistics industry can not be ignored.

In order to understand and grasp the current situation of human resource management of logistics industry in Beijing, they were selected including Beijing Airport Logistics Base in Shunyi district, Beijing Tongzhou Majuqiao Logistics Base in Tongzhou district, Beijing YiFa Logistics Park at the junction of three district of Fengtai, Daxing, Fangshan, Beijing Southwest Liangxiang Logistics Park in Fangshan district, Beijing Logistics Port in Chaoyang district, Beijing Xinlongfeng Logistics Park in Daxing district and logistics enterprises of other areas of Beijing. The recovery of 114 valid questionnaires will be used to analyze strategic position and organizational status of logistics enterprises.

1. WHETHER HUMAN RESOURCE MANAGEMENT DEPARTMENT HAS STRATEGIC STATUS

Compared with traditional personnel management, modern human resources management is more strategic, overall and future. It is separated from the framework of pure business and technology management, planning and strategy and development of human resources according to the strategic goals of the organization, becoming the decisive significance. But how is the reality?

The following questions were used to understand the strategic status of human resource management in logistics enterprises.

2. INDEPENDENCE OF DEPARTMENT OF HUMAN RESOURCES MANAGEMENT (OR PERSONNEL DEPARTMENT)

Practice has proved that it has the important meaning of strengthening the human resource management of

enterprises for promoting the development of production and management,improving productivity and ensuring the maximum economic benefit to the enterprise. But in fact, some enterprise managers said, small enterprises don't need the human resources department and human resources management. Other departments were part-time functions of human resource management, senior management personnel itself is concrete practitioner and instructor. In the medium-sized enterprises, human resource management functions are independent, but have not yet reached the professional division of labor, human resources manager is actually the entire department. There need to set up the functional departments in a large enterprise dedicated human resources management, involving in human resources development, compensation and benefits, employment, health and safety, labor relations and so on.

According to the results of the survey, there were about 68% surveyed enterprises with independent department of human resource (or the personnel department), 32% of the surveyed enterprises have not set independent human resources departments (or personnel department). At the same time, less personnel were engaged in full-time human resource management, 31.73% of the enterprises have not full-time personnel in human resources management, 61.54% of the enterprise were less than 10 personnel,because the scale of surveyed enterprises was small. At present small scale of logistics enterprises because of short established time, nearly 90% of enterprises are established in the recent ten years. The nature of the ownership of enterprises is private,accounting for 64.91%, while the state-owned enterprises, only account for 12.28% joint-stock enterprises account for 13.16%, Sino-foreign joint ventures and wholly foreign-owned enterprises accounted for 1.75% and 7.89%.

3. WHETHER TOP LEADERS PAY ENOUGH ATTENTION TO THE WORK OF THE HUMAN RESOURCES MANAGEMENT

The effect of human resources management was poor in many enterprises, mainly because the senior leaders do not attach importance, and do not understand the basic rules of human resource management, a few leaders often inadvertently make some wrong decisions, these wrong decisions not only affect the morale of the employees, but affect the organization's operations sometimes even leading to serious human resource crisis.

From the survey data, leaders of most small and medium-sized logistics enterprises were aware of the

importance of human resources, so as to attach more importance to the work of human resource management. There were nearly 1/3 small and medium-sized logistics enterprises attached great importance to human resources, as the core elements of business development, but there were nearly 10% of the logistics enterprises not attaching enough importance to the human resources management. (see Figure 1).

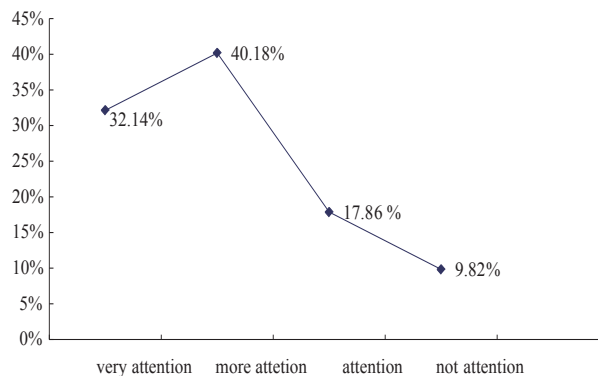


Figure 1
Whether the Top Leaders Attach Importance to Human Resource Management

In addition, 54.54% leaders in charge of HRM of small and medium-sized logistics enterprises involved in the formulation and implementation of the important policy, 20% of leaders in charge of HRM of small and medium-sized logistics enterprises didn't participate in the formulation and implementation of the important policy (see Figure 2).

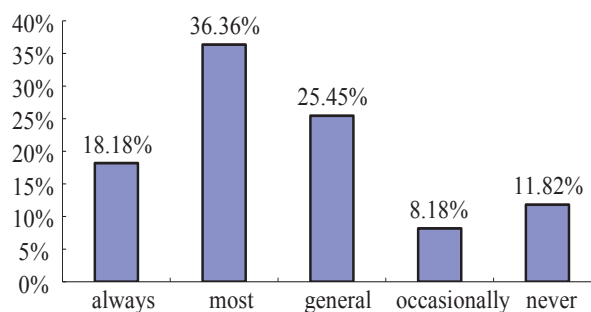


Figure 2
Person in Charge of HRM Participating in Enterprise Policy

In addition, 69.72% person in charge of human resource management of small and medium-sized logistics enterprises play a greater impact on enterprise personnel policy, indicating that human resources management plays a role in these enterprises. 8.25% person in charge of human resource management in small and medium-sized logistics enterprises play a little role in enterprise personnel policy (see Figure 3).

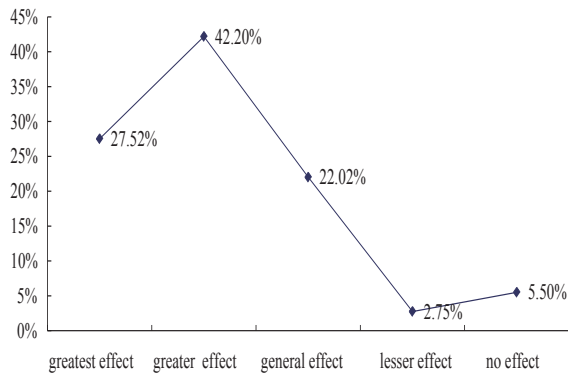


Figure 3
The Degree of Human Resources Manager (Director)
Affecting the Enterprise Personnel Policy

4. ANALYSIS OF ORGANIZATION AND MANAGEMENT STATUS OF LOGISTICS ENTERPRISES IN BEIJING THE MAIN CONTROL MODE BETWEEN GROUP (HQ) AND BRANCH ENTERPRISES

Strategic human resource management theory points out that human resources management system must maintain consistency between the strategic objectives of the organization and organization environment. A study of some small steel plants in America revealed that the practice of management adopted different strategies. Small steel plant often adopted the organizational structure of highly centralized to develop low cost strategy, in such organizations, managers can control the organization through a strict chain of command. In this type of organization, the degree of participation of employees decision is low, the compensation level is relatively poor, and the salary was largely irrelevant to performance. And those who use the differentiation strategy of small steel plants, distribution of power in the organization more dispersed, they often encourage employee participation in decision making, provide high level of salary and more abundant welfare.

According to the results of the survey, 60% of the surveyed logistics enterprises belong to comprehensive management, policy guidance and operational guidance each accounted for 15.89%, this shows that using a large department of logistics enterprises is the low cost strategy.

5. WHETHER THE COMPANY HAVE A STANDARDIZED WORK INSTRUCTIONS (POST)

The investigation of logistics enterprises, 62.75% of logistics enterprises had to work instructions, 20.59%

logistics enterprises hadn't worked instructions, 16.67% of logistics enterprises specification didn't cover all positions. This shows that most logistics enterprise pay attention to on-site labor organization and scientific management. And because the survey small logistics enterprise accounted for relatively large, 37% logistics enterprises still belong to the management experience.

5.1 The Main Advantage of the Logistics Enterprise

There were 12.73% of investigated logistics enterprise thought the company's strengths was the ability to attract and retain the best talent. 18.18% of logistics enterprises thought that the company's advantage was the high quality of staff. 24.73% logistics enterprises thought that leadership was full of vigour, unity and hard work. 17.09% of the logistics companies considered capital operation ability. There are 13.45% of the logistics enterprise thought strong marketing ability; only 8.73% of the enterprise thought that the enterprise management level was high, the advantage of logistics enterprises showed a trend of diversification. Nearly 30.91% of the logistics enterprise thought that the quality of human resource was the main factor to build up the competitive advantage in the market.

5.2 The Disadvantage of the Logistics Enterprise

The first disadvantage of investigated logistics enterprises that were intense market competition, the second was the management level, the third was lack of innovative spirit and so on. Human resources and its related factors obviously didn't as the main factors of restricting the development of the company, that meaning the essence of human resources management haven't been understood.

CONCLUSION AND COUNTERMEASURES

From the surveyed logistics enterprises, strategic position and organization status of the human resource management department can draw the following conclusions and suggestions:

(a) Pay more attention to the strategic position of the human resource management departments, do a good job in human resources management planning.

Human resource management strategic position and the degree of perfection of the human resource planning, which can reflect the degree of modernization of enterprise management. In the part of the surveyed in logistics enterprises, strategic status of human resource management department has not received due attention. 1/3 of the enterprises haven't independent human resources departments and personnel specialized in human resources management, nearly 1/5 of the human resources department of logistics enterprise didn't participate in the company's major decisions. This showed that a large of small logistics industry, low level of intensive, the

extensive mode of human resource management, which leads to the limited company's management level and the weak innovation ability. Therefore the logistics industry should attach great importance to the strategic position of human resource management departments, do a good job in human resources planning, raise the level of modernization of enterprise management.

(b) Improving the overall quality of the staff, increase the demand for professional and technical personnel and management personnel.

Seen from the whole logistics enterprises in Beijing, They are basically still in the development stage of a low technology content. The development of logistics enterprises relies on cheap labor resources, pursuit of lower costs of production rather than technological innovation, into a "low tech trap" for a long time. This led to lack of skilled personnel, advanced software and hardware logistics technology, logistics organization, logistics information, the quality and efficiency of logistics industry is not high, the upgrade of logistics structure is slowly. It is difficult to meet the higher level logistics demand. Therefore, with the further upgrading of the logistics industry, the logistics enterprises need to improve the overall quality of the staff, strengthen professional and technical personnel and management personnel demand.

(c) Create a favorable environment of human resource management of logistics enterprises, overcome the disorderly competition and price competition.

Logistics enterprises should analyze and record carefully their own business environment, find out the obstacles to the elimination of weak through the internal management, call for the adoption of a series of measures to support government intervention with the help of Industry Association to create a favorable environment for human resource management in logistics enterprise, overcome the disorderly competition and vicious competition, change the more small enterprises gradually to the composition of large logistics alliance enterprises, make the technology and talent development as the basic orientation of the future of the enterprise, see the human resources really the first productivity of enterprises.

REFERENCES

- Li, G. Y., & Gong, X. Y. (2012). Investigation report on present situation of the human resource management of logistics enterprise in Beijing. *Labor Science Forum*, 384-387
- Liu, X. (2012). *Human resources management* (pp.44-45). Renmin University of China Press.
- Qin Zhao,Q., & Guo, L. H. (2011). Analysis of human resources management strategy of logistics industry in China. *Chinese Trade Herald*, (16), 74-75.
- Yu, K. C., & Cheng, W. W. (2006). *Human resource management* (pp.36-37). China: Dalian University of Technology Press.