Study on the Construction of Multidimensional Logistics Talents Cultivation System Based on Dynamic Capability Demand

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Abstract

The development of logistics enterprises is the basis for the trade of goods, and a fundamental guarantee and prerequisite for promoting China’s economic growth. However, the lack of talents in the logistics industry is an indisputable fact. It is partly for logistics enterprises’ own sake, but also because of the cultivation system that’s not sound enough. To this end, the paper probes into the demand of modern logistics enterprises for the dynamic capability of talents, and proposes strategic thinking of multi-dimensional training of logistics talents. It will contribute to the improvement of talent cultivation system to turn out talents well adapted to for modern logistics enterprises.

Keywords: Dynamic Capability Demand, Multi-Dimensional System, Logistics Talent Cultivation.

1. RESEARCH BACKGROUND

1.1 Literature Review

There is a serious shortage of talent supply to modern logistics enterprises witnessing extremely rapid development due to the slow growth of the corresponding cultivation mechanism (Chen and Yan, 2014). At the same time, modern logistics enterprises require multi-dimensional development but are subject to technical constraints in a time driven by big data, cloud computing, Internet of things and “Internet +” (Yuan and Bai, 2014). The combination of the basic needs for this dynamic development and multi-dimensional cultivation system is the core issues for the development of logistics enterprises (Wang et al., 2014). Therefore, it is also one of the most crucial academic research directions to conduct further study on multi-dimensional logistics talent cultivation system and logistics enterprises’ demand for dynamic capability.

1.2 Purpose of Research

Online consumption on “11.11” (November 11) can nearly paralyze express delivery in 85% of cities in China, reflecting the social contradictions proposed by the 19th National Congress at this stage: “The contradiction between people’s growing needs of a better life and the unbalanced, inadequate development.” If such an inadequate and unbalanced developmental disadvantage in the logistics industry is not addressed in a short period of time, it will also severely hinder the good operation of China’s economy (Ju and Fu, 2014). However, there is a serious shortage of talents in the logistics industry and its desire for talents has never stopped in the integration of diversified technologies in this field. If the talent cultivation system fails to take the dynamic development of logistics enterprises into account, it will be faced with a serious shortage of supply. To provide multidimensional talent cultivation strategy in line with the development needs of dynamic capacity is the foundation for the current rapid development of logistics enterprises (Xu, 2014). Given all this, this paper analyzes the dynamic development needs of modern logistics enterprises and puts forward a new multi-dimensional logistics talent cultivation system for the implementation of logistics talent cultivation strategy and as a theoretical support for China’s logistics industry to turn out plenty of applied talents.

2. Dynamic Development Demand Faced by Modern Logistics Enterprises

In the face of ever-changing market, innovation is the fundamental competitiveness of modern logistics enterprises, and the premise is to acquire enough talents. Talents are a basis to respond to dynamic changes in the market and seek for multi-dimensional development. Modern logistics enterprises mainly have three dynamic development demands, as is show in Table 1.
Table 1 The Demand Factors for The Dynamic Development of Modern Logistics Enterprises

<table>
<thead>
<tr>
<th></th>
<th>Technical talent</th>
<th>Operation management personnel</th>
<th>Financial management personnel</th>
<th>Market operation personnel strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>First demand</td>
<td>Improve the infrastructure</td>
<td>Perfect industrial structure</td>
<td>Save construction cost</td>
<td>Developing user requirements</td>
</tr>
<tr>
<td>Second demand</td>
<td>provide technical support</td>
<td>Promote economic benefits</td>
<td>Save operating cost</td>
<td>Sum up deficiencies</td>
</tr>
<tr>
<td>Third demand</td>
<td>Information development</td>
<td>Implementation of production targets</td>
<td>Increase return on investment</td>
<td>Perfect marketing</td>
</tr>
</tbody>
</table>

First, technology demands for the modernization of traditional logistics and distribution, the most basic development need that includes management methods, industrial upgrading, technological innovation, structural adjustment at the supply side, etc. Second, as modern logistics faces end consumers, its most fundamental supply capability cannot be ignored (Wang and Sun, 2016). Driven by information technology, logistics enterprises should provide quality and customized services, while reducing operating costs and seeking rational resource allocation. Third, how to sort out the fragmented and decentralized management content in the source of operation costs of logistics enterprises is a realistic problem demanding prompt solution. Also reflected in the basic elements of the rapid development of logistics enterprises are information silos, limited or poor communication, separate management across different departments, etc. giving rise to the decline of operational management efficiency of logistics enterprises (Zhu, 2016). Therefore, the basic needs of talents includes technical talents, operation and management talents, financial management talents, and market operation and service talents.

3. DYNAMIC CAPACITY NEEDS MODEL FOR MULTIDIMENSIONAL LOGISTICS TALENT CULTIVATION

The development of logistics enterprises is based on the development needs of industrial indicators, market demand, customized services, operational capabilities, etc. therefore, the cultivation direction should be fully analyzed when building a talent cultivation system. Indicators of such direction come from development conditions of logistics enterprises (She, 2016). In this study, needs related content of logistics enterprises in the process of development is explored in the operation of the relationship variables, so as to figure out the basics of their development relations, assess the fundamental needs of dynamic development and identify specific details to be improved in the talent cultivation system.

Distribution services constitute the basis of modern logistics and whether it meets customers’ transport needs or not is the most significant indicator. In this study, business demands are set to be $Q_i$, and user demands, $R_j$, to identify the balance between the needs of users and the dynamic development of logistics enterprises. Set technical talents to be $J$, financial management talents, $S$, operation and management talents, $Y$, market operation and service talents, $F$, and bring the related variables into the formula to figure out specific requirements for talents in logistics enterprises’ production structure adjustment. The theoretical formula is:

$$D_i = \{U^k J, S, Y, F\}$$

Although this formula obtains the development needs of logistics enterprises, it does not assess the elements of logistics enterprises’ demand for talents, namely, whether they fully meet the objective needs of modern consumer markets. To this end, this study designed a verification formula:

$$R_j = \sum_{i=1}^{k} sim(J/S/Y/F)/T$$

The use of time $T$ in this formula determines the room for change in the market evaluation conditions, and the design of this time dimension is of particular importance. Assuming the technical talents meet the objective needs of technological development in the first half of the year, but as the production plan is adjusted and the technical direction changes, they can no longer support the development of enterprises in the second half of the same year, let alone reflecting technological innovation of logistics enterprises. In addition, given customer needs $R_j$, $T$ also exists in needs adjustment in end-consumer market. It shows in such cases that the needs of
talents in different time dimensions provide users with basic services that also change or replacement with time. Therefore, we should adopt a more comprehensive and periodic dialectical analysis. This paper presents a comprehensive dynamic needs assessment model:

\[ Z(Q_i/R_i) = \frac{T(J,S,Y)}{\sum T(f(Q))} \]  

(3)

4. MULTIDIMENSIONAL SYNERGIES IN MODERN LOGISTICS MANAGEMENT

According to the above model analysis and relevant literature, comprehensive empirical analysis is conducted and the results can discriminate the current talent gap types in logistics enterprises in China and their demands. On this basis, we need to synthesize the actual situation of the dynamic development of logistics enterprises to find out multidimensional co-development dilemmas and provide practical entry points for talent cultivation system (Li et al., 2016). Problems that affect the rapid development of logistics enterprises and talent cultivation are mainly found in four aspects, as is shown in Figure 1.

![Figure 1. Cultivating the System Structure of Demand and Multi-Dimensional Talents Training Direction](image)

First, the reality dilemma of multi-dimensional development concept of logistics strategy management. If logistics enterprises are shackled by their own ideas and concepts in market operation and do not identify their own position in the long-term planning, they can not fully integrate existing resources (Cao et al., 2012). Even with first-rate technical talent team, there is no guarantee that they can apply to a variety of logistics services. Therefore, in specific market environment, logistics enterprises should accurately identify their core competitiveness, which is also the premise of optimal allocation of talents.

Second, logistics and distribution management synergies. In their rapid development, logistics enterprises encounter the most serious talent gap for basic services, a bottleneck, also a new development constraint and contradiction that they can not break in a short time. As China gradually improves its infrastructure, logistics enterprises are gradually deepening their types of services. Basic services itself rely on a variety of talented people to improve its size and standards. However, people engaged in basic services are mostly post-90s, with inadequate basic service concepts and sense of time (Tian and Chang, 2014). In a time when traffic congestion raises the cost of time, such talent allocation is clearly unable to support the rapid development of logistics enterprises. So how to urge basic service personnel to improve their own work and complete their delivery tasks is an important indicator and practical problem in multi-dimensional talent cultivation.

Third, multi-dimensional development of logistics service quality management. Currently, only logistics companies in southeastern coastal areas have realized 24-hour home delivery service. Although only a “door-to-door service”, it is crucial to the quality of logistics services (Yan and Chen, 2015). In talent cultivation, the quality dimension is also the most fundamental problem at present. When the logistics service is gradually extended to various service segments, it is essential whether it can get customer satisfaction. Therefore, logistics enterprises need to re-examine the inherent relationship between talent cultivation and service quality in order to expand the pool of qualified talents and actively respond to the quality and effectiveness of terminal services.

Fourth, talent supply capacity to logistics and storage management. Talent shortage, especially that for warehousing business, is the biggest problem logistics enterprises encounter in talent cultivation (Cai et al,
2015). The objective factor for this is that resource problems such as warehousing manpower, material resources and capital cannot be promptly solved. Warehousing business can be the laborious job in logistics, but always with inadequate financial support and personnel, making brain drain an inevitably phenomenon. That explains why logistics enterprises do not have the ability to retain qualified personnel and it has become the most prevalent phenomenon in logistics and warehousing management.

5. STRATEGIES TO BUILD MULTI-DIMENSIONAL LOGISTICS TALENT CULTIVATION SYSTEM BASED ON THE DYNAMIC CAPACITY NEEDS

5.1 Take Flexible Management Measures to Improve Talent Cultivation Efficiency

Modern logistics enterprises adopt rigid rules to restrain the training methods or behavior of talents in face of multiple capacity demand for external dynamic development, however, rigid targets, rules and regulations can only require employees to regard production standards as their goals, rather than generating fundamental motivation and driving force from the incentive and punishment system especially among talent demand in technical, service-oriented and basic practice work personnel. Therefore, multi-dimensional talent cultivation system must adopt flexible management, with gradual guidance and correction, to turn out outstanding logistics personnel. For one thing, logistics enterprises is in the middle of the circulation of commodities, and personnel for its specific work is fully engaged in its upstream and downstream service mode. So for this part of the talent cultivation, a flexible management plan should be developed to the needs of upstream manufacturers and downstream customers. Highly feasible training mode will improve the service concept of logistics enterprises and lead to the sense of responsibility for multi-dimensional services. For the other, the logistics involves manpower, raw materials, cargo configuration, etc. in the whole production chain, these specific work of which also need to be done by employees from the most basic level. Then the cultivation of grassroots service personnel should also be systematic to meet the dynamic capacity needs arising from industrial structure upgrading. Information collection is required as a management measure and it is necessary to provide directions for learning and improvement when mistakes or discrepancies are found in staff, so as to reduce management overlap, avoid misunderstanding, and improve grassroots production efficiency.

5.2 Take Incentive Measure and Create Cultivation Dimension with Internal and External Motivation

According to Maslow’s theory, the psychological and psychological demands of employees, as indispensable leading factors and supplement in the building of the cultivation system, should be considered in promoting the development and progress of multi-dimensional talents. It can be seen from the internal and external needs, as is show in Figure 2.

![Figure 2. Incentive Mechanism of Internal and External Motivation](image)

The development space of a person is especially important in talent cultivation strategy, and its external factors should also be explored. Among the external factors, physiological and safety requirements are the most basic standard of living. On the one hand, physical needs can be met with material rewards, while safety demands require logistics enterprises to improve internal management systems and infrastructure construction to ensure employees’ basic safety in transportation and distribution (Hao, 2013). On the other hand, to realize esteem and self-actualization, employees should strengthen its own understanding of culture. They may question business
development plans that fail to provide support in culture and belief. Such misunderstandings will be the most influential force in talent cultivation (Mo and Wang, 2011). The most effective way to eliminate this constraint is to reshape the corporate image and cultural connotation, guiding logistics practitioners to follow the uniform standard of social responsibility and pursue common development with the enterprise. Besides, social demand is both an internal motivation and a crucial part of external motivation. In motivating employees to meet the dynamic needs of business, it is also essential to meet their social needs via cultural activities or communication platform within logistics enterprises. Meanwhile, with specific cultural events as the carrier, promote the exchange of employees, so that they can recognize the corporate culture, form a unified concept of logistics, hence the satisfaction of multi-dimensional performance needs for internal and external motivation.

6. CONCLUSION

In summary, in face of the rapid development of modern logistics, the gradually changing market, and the growing consumer demand, logistics enterprises should rely on the nature of dynamic capacity demand to expand their multi-dimensional talent cultivation mechanism. Moreover, they should adopt flexible management strategies to meet the internal needs and external demand of employees, so as to provide application-oriented, skilled, service-oriented, and practical talents for the improvement and further growth of the logistics industry in China.

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