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ECONOMICS AND MANAGEMENT FACULTY**

Accounting and Taxation

QUALIFICATION WORK

Education Degree - Master

**on: Management of labor resources of the enterprise in modern business
conditions**

Completed:

XU JING

student of

073 «Management» (EP «Administrative Management»)

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Doctor Of Science in Public Administration

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Accounting and Taxation

Education degree «Master»
Field of Study 073 «Management» (EP «Administrative Management»)

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TASK

on qualification work for student

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2. Deadline for student completed project (work)

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3. Background to the project (work):

Human resource management of an enterprise in modern economic conditions plays an important role in the activities of business entities in various industries. This master's thesis explores the peculiarities of organization and management of human resources in a logistics company in China and considers ways to improve it in the future.

4. Contents of settlement and explanatory notes (the list of issues to develop):

This study will outline the objectives and significance of the research, review the relevant literature and describe the methodology used. The organizational and economic characteristics of the financial and economic activities of the studied logistics company were also carried out, the diagnostics of staff turnover in Hengtong Logistics Co, Ltd on the basis of a questionnaire survey was carried out, a survey was conducted and the significance of its results in the enterprise's human resource management system was determined.

The directions of improvement of human resource management in the researched enterprise are substantiated, which provide for strengthening the institutional environment as a direction of improving the management of human resources. The importance of ensuring a fair and reasonable remuneration package for employees in the process of human resources management is detailed. Ways to improve the process of labor management are identified

5. Date of assignment:

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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	July, 2023	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	September - December, 2023	
3	Preparation and presentation of draft of the first chapter of the thesis	January 2023	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	March 2024	
5	Making the theoretical part of the thesis, summarizing the analytical part	April 2024	
6	Design options improve the research problem	May 2024	
7	Completion of the project part of the thesis, design chapters	May 2024	
8	Previous work and its defense review	July 2024	
9	Checking the authenticity of the thesis	August, 2024	
10	Deadline for student completed the thesis	September, 02 2024	
11	Defense of the thesis	September, 11-12 2024	

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ABSTRACT

XU JING. Management of labor resources of the enterprise in modern business conditions. Qualification work, second (master) level, speciality 073 Management, educational program "Administrative Management". Sumy. 2024.

The focus of studying employee turnover in companies should be on how to retain talent, as talent is the key to enhancing a company's core competitiveness and has an important impact on its development. In the current unstable international environment with numerous uncertain factors, in order to minimize the impact of talent on the company, it is necessary to maintain a relatively balanced state between retaining and leaving employees. Firstly, employee turnover has a positive effect on optimizing the allocation of human resources in the company, improving work efficiency, and promoting the healthy and stable development of logistics enterprises. From another perspective, if the turnover rate is too high, it will also have a negative impact on the company. Therefore, it is necessary to control the turnover rate within a reasonable range, which can promote the establishment of positive core values and bring more vitality and competitiveness to the company.

This study selects Hengtong Logistics Co., Ltd. as the research object and adopts methods such as case analysis and questionnaire survey, guided by human resource management theory. Firstly, it elaborates on the research background, significance, and research ideas. Secondly, it provides an overview of the current development status of the logistics industry and the domestic and international research status, discussing relevant theories to lay the theoretical foundation for the subsequent research. Furthermore, it analyzes the current status of the logistics industry and the employees of Hengtong Logistics Co., Ltd., understands the company's main business, talent demand, and employee attrition status. Subsequently, a questionnaire survey is conducted to identify the reasons for employee turnover in Hengtong Logistics Co., Ltd., including environmental factors, individual factors to retain employees, planning career paths to retain talent, building a cultural system factors, salary and benefits factors, and logistics site factors. Finally, based on the actual situation, strategies are proposed at four levels, including improving system implementation to retain employees, and enhancing fit to retain employees, with the aim of assisting Hengtong Logistics Co., Ltd. in mitigating employee turnover and improving employee loyalty.

Keywords: remuneration, labor turnover, labor resources, company, management.

АНОТАЦІЯ

СЮЙ ДЖІНГ. Управління трудовими ресурсами підприємства в сучасних умовах господарювання. Кваліфікаційна робота, другий (магістерський) рівень, спеціальність 073 Менеджмент, освітня програма «Адміністративний менеджмент». Суми. 2024.

Основна увага при вивченні плинності кадрів на підприємствах має бути зосереджена на тому, як утримати кваліфікованих працівників, оскільки саме кваліфікація є запорукою підвищення ключової конкурентоспроможності компанії та має важливий вплив на її розвиток. У нинішньому нестабільному міжнародному середовищі з численними невизначеними факторами, щоб мінімізувати вплив кваліфікації на компанію, необхідно підтримувати відносно збалансований стан між утриманням та звільненням працівників. По-перше, плинність кадрів позитивно впливає на оптимізацію розподілу людських ресурсів у компанії, підвищення ефективності роботи та сприяння здоровому і стабільному розвитку логістичних підприємств. З іншого боку, якщо рівень плинності кадрів занадто високий, це також матиме негативний вплив на компанію. Тому необхідно контролювати швидкість обороту в розумних межах, що може сприяти встановленню позитивних основних цінностей і принести більше життєздатності та конкурентоспроможності компанії.

У даній роботі в якості об'єкта дослідження обрано компанію «Логістична компанія Хентонг, ТОВ» та застосовано такі методи, як аналіз конкретних ситуацій та анкетування, керуючись теорією управління людськими ресурсами. По-перше, детально розглядаються передумови, значення та ідеї дослідження. По-друге, подано аналіз поточного стану розвитку логістичної галузі та стану вітчизняних і міжнародних досліджень, аналізуються відповідні теорії, що дозволяє закласти теоретичний фундамент для подальших досліджень. Крім того, проаналізовано поточний стан логістичної галузі та співробітників «Логістична компанія Хентонг, ТОВ», охарактеризовано основний напрям бізнесу компанії, попит на кваліфікацію та стан відтоку кадрів. За результатами проведеного анкетування було виявлено причини плинності кадрів у Логістичній компанії Хентонг, включаючи фактори навколишнього середовища, індивідуальні фактори для утримання співробітників, планування кар'єри для утримання професіоналів, фактори побудови культурної системи, фактори заробітної плати та пільг, а також фактори логістичного майданчика. Виходячи з фактичної ситуації, запропоновано стратегії на чотирьох рівнях, включаючи поліпшення впровадження системи для утримання співробітників і підвищення придатності для утримання співробітників, з метою надання допомоги компанії «Логістична компанія Хентонг, ТОВ» у зменшенні плинності кадрів і підвищенні лояльності співробітників.

Ключові слова: оплата праці, плинність кадрів, трудові ресурси, компанія, управління.

CONTENT

	INTRODUCTION	6
CHAPTER 1	THEORETICAL FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT	12
1.1	Basic characteristics of human resources	12
1.2	Related theories of human resource allocation	14
1.3	Features of human resource management	18
CHAPTER 2	INVESTIGATION AND REASON ANALYSIS OF EMPLOYEE TURNOVER IN HENGTONG LOGISTICS CO., LTD	22
2.1	Organizational and economic characteristics of financial and economic activity	22
2.2	Survey in the enterprise human resource management system	30
2.3	Diagnostics employee turnover in Hengtong Logistics Co., Ltd. based on questionnaire survey	38
CHAPTER 3	IMPROVING HUMAN RESOURCES MANAGEMENT AT THE ENTERPRISE	49
3.1	Strengthening the institutional environment as a direction for improving labor management	49
3.2	Ensuring fair and reasonable remuneration packages for employees	59
3.3	Improvement of the labor management process	65
	CONCLUSION	78
	REFERENCES	81

INTRODUCTION

Relevance of the topic. With the strengthening trend of global economic globalization and the increasing number of multinational companies, competition worldwide is becoming increasingly fierce. In this context, the logistics and courier industry faces enormous competitive pressure, and human resources have become a core element of enterprise competition. However, human resources management in logistics companies is not just a simple stacking of human factors, but requires effective resource allocation to fully leverage the benefits of human resources and achieve more efficient enterprise development. In this process, the linkage and joint efforts of human resources and other resources are crucial and play an important role in the healthy development of logistics companies. Therefore, optimizing human resources allocation has become an important issue in the management of logistics companies. Especially in China, where the logistics industry started relatively late compared to Europe and America, and the impact of the COVID-19 pandemic, logistics companies face issues such as insufficient development and an unhealthy human resources allocation system.

In this study, the author selected Hengtong Logistics Co., Ltd. as the research object, and based on human resources-related theories, conducted in-depth analysis of employee turnover issues in the logistics industry, and proposed effective solutions to the problems. The author first briefly discussed the research background, objectives, content, and main ideas, not only elaborated on the basic situation of domestic and foreign human resources research, but also analyzed the factors affecting employee turnover and comprehensively discussed the relevant concepts, theories, and other aspects related to this study. Next, based on various data and materials from Hengtong Logistics Co., Ltd., the author focused on analyzing the company's development status and the overall development situation of the logistics industry, combined with Chengdu's economic development situation, summarized the existing problems, and proposed specific strategies to solve the problems. In the concluding part, the author summarized the innovation points and shortcomings of this study and made prospects for the future.

Significance of research. Hengtong Logistics Co., Ltd. has experienced rapid development in recent years but is also facing intense competition within the industry. There is a close link between human resources and company development, so analyzing the reasons for employee turnover in the logistics industry and proposing effective solutions has important theoretical and practical value.

In terms of theory, many scholars have only conducted research in a general and unfocused manner, mainly focused on exploring the causes of the problem and proposing solutions, with few conducting in-depth and systematic research on a specific industry or enterprise. This article is guided by advanced management theories and combines with Jinan's economic development background to systematically and deeply study the issue of employee turnover at Hengtong Logistics Co., Ltd., further enriching the theoretical system.

In terms of practice, employee turnover is an important factor affecting the stable development of enterprises. By analyzing the reasons for employee turnover, Hengtong Logistics Co., Ltd. can develop more effective strategies to reduce employee turnover, improve employee satisfaction and loyalty, which are crucial to the overall operational efficiency and service quality of the company. Additionally, researching employee turnover can help improve the company's human resources management. By identifying key factors that lead to employee turnover, such as dissatisfaction with salary, lack of career development opportunities, and workplace issues, Hengtong Logistics Co., Ltd. can adjust its human resources policies to better meet the needs of employees, attracting and retaining excellent talents. Furthermore, exploring employee turnover can also help improve the company's ability to adapt to market changes. In the logistics industry, employees are often the frontline of contact between the company and customers, and their satisfaction and loyalty directly affect customer satisfaction. Reducing employee turnover can help the company establish more stable customer relationships and improve market competitiveness.

The following scholars have devoted their scientific publications to the problem under study Zhang Cheng [17], Han Jianmin [17], Wang Liuyang [36], Xu Xu [40], Lin Zongbao [43], Zhang Hua [49].

However, the problem remains relevant and requires further scientific research, taking into account the problems of the practical aspect.

Connection of work with scientific programs, plans, and topics. The qualification work was completed by the directions of research work of the Department of Accounting and Taxation: "Theoretical, methodological and practical aspects of transformation of formation and audit of accounting and reporting component of management of enterprises (institutions, organizations) in transparent conditions of innovative economy" (state registration number 0122U001378, 2022-2026).

Purpose of the study. In this study, the author focused on the issue of employee turnover at Hengtong Logistics Co., Ltd., with the aim of analyzing the main reasons for employee turnover in the company and proposing effective solutions based on the actual situation of the company, to reduce the turnover rate and promote the company's development.

Achieving the stated goals requires completing the following tasks:

- to form the theoretical basis of human resource management;
- to consider the current development of the logistics industry and the state of research in the country and abroad, as well as to analyze theories related to the research topic, which will lay the theoretical foundation for further research;
- to analyze the current status of the logistics industry and Hengtong Logistics Co., Ltd., gaining insights into the main business operations of Logistics Company A, the current demand for talent in Hengtong Logistics Co., Ltd., and an analysis of the status of employee turnover;
- conduct a questionnaire survey was conducted to identify the reasons for employee turnover in Hengtong Logistics Co., Ltd., which mainly included environmental factors, individual factors, salary and benefits factors, and logistics site factors;
- to propose countermeasures that address four aspects: improving the institutional system to retain employees through implementation, planning career paths to retain employees through prospects, building a cultural system to retain employees through culture, and enhancing compatibility to retain employees through emotional connections.

These countermeasures aim to provide reference for Hengtong Logistics Co., Ltd. to reduce employee turnover and improve employee loyalty, thereby fostering an innovative and development-oriented talent team through collective wisdom and efforts.

The object of the research is the process of human resources management.

The subject of the research is theoretical, methodological, methodical and practical aspects of human resources management.

Methods of research. This study follows the approach of identifying, analyzing, and solving problems. Firstly, the study analyzed the factors that caused employee turnover from three different perspectives - external environment, enterprise, and individual employees. Based on the actual situation of Hengtong Logistics Co., Ltd., suggestions were proposed to reduce employee turnover rates. Multiple research methods were used in this study, including literature review, case study, and questionnaire survey. The purpose was to conduct an in-depth analysis of the main reasons for employee turnover at Hengtong Logistics Co., Ltd. SPSS 20.0 was also used to analyze the collected data.

Literature review. This method involved collecting, sorting, and summarizing relevant literature to understand the current research status both domestically and internationally, providing a theoretical basis for the subsequent research.

Case study. Hengtong Logistics Co., Ltd. was selected as the research object to identify deficiencies in their human resource management and propose effective strategies for improvement.

Questionnaire survey. A survey questionnaire was designed and randomly distributed to some employees of Hengtong Logistics Co., Ltd. The collected data was analyzed to identify the main factors causing employee turnover.

Statistical analysis. This method involved conducting a comprehensive analysis of the data collected from the questionnaire and interviews. Descriptive analysis was conducted, and statistical analysis tools were used to analyze the differences and correlations between different factors affecting employee turnover.

The information base of the study was the scientific works of scientists, monographs, own scientific research, materials of the enterprise under study.

The scientific novelty of the results of the dissertation research consists in substantiating the theoretical and practical aspects of human resources management.

1. *Multi-dimensional Analysis of Employee Turnover Reasons:* Through the questionnaire survey method, the paper delves into the reasons for employee turnover at Hengtong Logistics Co., Ltd. from various dimensions such as environment, individual factors, salary and benefits, and logistics sites. This multi-dimensional analysis approach offers a novel perspective on understanding employee turnover phenomena, demonstrating scientific novelty.

2. *Detailed Strategy for Retaining Employees through Institutionalization:* The paper proposes a strategy of refining the institutional system to retain employees, specifically elaborating on how to enhance employee belongingness and stability through optimizing company policies. This detailed study of the institutional retention strategy provides concrete guidance for human resource management practices, embodying practical innovation.

3. *Career Planning and Future Retention:* The paper emphasizes the importance of career planning in employee retention, introducing a strategy to achieve future retention through career planning. This perspective integrates individual employee development with the company's long-term growth, reflecting the forward-looking and strategic nature of human resource management, and demonstrating scientific foresight.

4. *Establishment of a Cultural Retention Mechanism:* The paper advocates for constructing a cultural system to achieve cultural retention, highlighting the crucial role of corporate culture in fostering employee loyalty and belongingness. This viewpoint enriches the application of corporate culture theory in human resource management, contributing theoretical innovation.

5. *Innovative Strategy for Emotional Retention:* The work innovatively proposes a strategy to improve compatibility for emotional retention, emphasizing the significance of emotional factors in employee relationship management. By strengthening the emotional connection between employees and the company, this strategy reduces employee turnover, offering a fresh approach and methodology for human resource management, and demonstrating practical innovation.

The practical significance of the results obtained. The theoretical results of qualification work enrich the theoretical of human resource management, and play a certain guiding role in the research of human resource management researchers. The materials of the qualification work from a theoretical point of view can be implemented in the educational process of Sumy National Agrarian University in teaching disciplines related to labor management.

Personal contribution of the acquirer. Qualification work is an independent scientific work of the author. The author obtained scientific results, conclusions, and proposals submitted for defence.

Recognition of research results. The main results of the research were tested at conferences at all levels, in particular: I International Scientific and Practical Conference "Braslav Readings. Economy of the XXI Century: National and Global Dimensions" (November 1, 2023, Odesa); II International Scientific and Practical Conference "Strategic Priorities for the Development of Accounting, Auditing and Taxation in the Context of Globalization" (November 16, 2023, Sumy).

Publications. The main results of scientific research were published in 2 conference proceedings.

Structure and scope. The qualification work of an introduction, three chapters, conclusions, a list of references. The total volume of work is 85 pages. The work contains 12 tables and 13 figures. The references consist 52 publications.

CHAPTER 1

THEORETICAL FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

1.1 Basic characteristics of human resources

In the context of rapid economic development, the challenges of human resource management continue to increase. Therefore, it is necessary to accelerate the pace of research and exploration, and transform the human resource management department from a management support department to a core department that supports enterprise strategic decision-making [1].

Human resources, also known as labor resources or labor force, refer to the total population that possesses labor capacity and can promote economic and social development. In economics, all the elements that are invested in production activities are collectively referred to as resources, including human resources, material resources, financial resources, information resources, time resources, etc. Among them, human resources are considered as the most valuable resource and the primary resource [3].

Human resources consist of two important aspects: quantity and quality. Quantity refers to the total number of labor force, while quality includes physical strength and intelligence. From a practical application perspective, the quality of human resources can be evaluated from four aspects: physical fitness, intelligence, knowledge, and skills.

Human resources, like other resources, possess uniqueness, substitutability, and limitation. Each human resource possesses unique abilities and potentials, but there is also substitutability, meaning that it can be replaced by other resources in specific situations. At the same time, the quantity of human resources is limited, requiring scientific and rational planning and management.

To maximize the role of human resources, organizations need to conduct human resource development and management. This includes recruitment, selection, training, performance management, employee relations, compensation and benefits, and other aspects of work. Through scientific and effective management of human resources,

organizations can improve employees' work efficiency and satisfaction, thereby promoting the sustainable development and success of the organization.

Human resources are an important component of the economic sector, mainly consisting of two aspects: quantity and quality. The quantity aspect includes two types: absolute quantity and relative quantity. The former refers to the total number of people in a country or region who are capable of labor and engaged in social labor, while the latter is the ratio of absolute quantity to the total population. Relative quantity is an important indicator for measuring economic strength. The higher the quantity, the stronger the relative economic strength. The quality of human resources reflects various aspects of labor quality, including physical fitness, professional skills, knowledge and culture, and labor initiative. Compared with quantity, quality is more important because modern society places higher demands on the quality of human resources in terms of scientific and technological development [4]. In enterprises, human resources are also composed of two aspects: quantity and quality. Unlike the macro sense, the quantity of human resources in enterprises consists of two parts: employed employees and potential employees recruited from the external market.

Human resources are the primary factor used to create wealth in production activities. It is the sum of human labor capabilities within a specific scope, which has characteristics such as subjectivity, wealth-creating ability, timeliness and knowledge updates. It has the following basic features:

1. Subjectivity: the most fundamental characteristic of human resources is subjectivity, which distinguishes it from other resources. This subjectivity is reflected in human resources possessing traits such as thoughts, emotions, reasoning, purpose, and consciousness. Human resources can fully utilize other resources to promote economic and social development, and thus play an important role in promoting economic construction and social development.

2. Dual nature: human resources is not just the result of investment, but also the creator of wealth. According to Schultz's human capital theory, as humans are born ignorant, they must gain knowledge and labor skills through education and training which

requires time and money. Like other resource investments, human capital also has input-output laws, but its return on investment is much greater than other resources.

3. Timeliness: the formation, development, allocation and utilization of human resources are all subject to time constraints, and thus human resources have a timeliness. From an individual's perspective, as a biological entity, human life has a cycle, and different stages of life affect the nature and status of human resources. During youth, it is mainly a period of storage and formation of human resources; while in adulthood, it's the principal period for human resources to exert its effectiveness; in senior years and beyond, although humans can still be productive, the efficiency decreases considerably. The relationship between life cycle and human resources exists in a similar "n" shape, which determines the timeliness of human resources. Only by balancing the formation, development, distribution and utilization of human resources, can the efficacy of human resources be fully realized.

4. Regeneration: the regeneration of human resources comes from the reproduction of the population, achieved through the process of individual renewal and the continuous input and output of labor. This regeneration is subject to certain restrictions under the constraints of biological rules, human civilization, and technological progress. However, the renewal of human resources can also be achieved through continuous learning and training.

5. Sociality: every group has its unique cultural characteristics, which represent the common values of the group. These cultural characteristics are displayed through people as carriers. Since each person perceives group culture and the social environment differently, individual values may be consistent with the group's values in some aspects, but different in others. In production activities, individuals both embody the cultural values advocated by the group and may contradict them.

1.2 Related theories of human resource allocation

The human capital theory was developed in the 1960s by US economists Gary Becker and Theodore Schultz, among others. Its main content is the theory of matching

employees with jobs that suit their abilities, skills, experience, and characteristics. The theory suggests that if the match between an employee's abilities and job requirements is high, their work efficiency will be higher and their contribution to the enterprise will be greater. The core idea is that human capital is a capital that can be invested, accumulated, and generate returns. It is the accumulation and investment of a person's abilities, skills, knowledge, and other aspects. The investment in human capital is a long-term investment, which can only achieve maximum benefits through long-term accumulation [5]. The specific applications of optimizing human resource allocation in enterprises are as follows:

Recruitment and selection: enterprises should focus on recruiting and selecting employees with relevant skills and experience to ensure that they can create greater value for the enterprise. In addition, enterprises should also consider employees' potential and future development prospects to cultivate future leaders for the enterprise.

Training and development: enterprises should provide employees with various training and development opportunities to improve their skills and knowledge levels, while also improving employee morale and satisfaction. This helps to attract and retain high-quality employees.

Performance management: enterprises should evaluate employee performance through performance management systems and provide rewards and promotion opportunities based on performance. Also, a punishment mechanism should be established to punish poor performance employees. This helps to improve employee motivation and work efficiency.

Compensation management: enterprises should adopt a scientific compensation system to encourage employees to unleash greater enthusiasm and creativity at work. The compensation system should match the employee's work performance and contribution.

Welfare management: enterprises should provide various welfare benefits to meet employees' needs, such as medical insurance, paid vacations, and career development opportunities. This helps to improve employee satisfaction and loyalty.

Person-job fit theory, first proposed by E.A. Locke, is a classic theory on human resource management. It is also known as person-position fit theory, talent matching theory, and so on. The theory emphasizes that organizations should match and align the

employees they recruit and employ with job requirements to ensure that employees can maximize their potential and ability in their positions. The core idea of person-job fit theory is that individuals must choose jobs that suit them to achieve the maximum value for themselves and the organization [6]. Person-job fit theory is an important theory of human resource allocation, emphasizing that organizations should match personnel with positions to achieve mutual development. Only when employees can fully demonstrate their abilities and potential in jobs that suit them, can they achieve their career planning and organizational development strategies. Person-job fit theory is a theory used to solve human resource management problems. In terms of optimizing human resource allocation, the person-job fit theory can be applied in the following areas:

Recruitment and selection: organizations can use person-job fit theory to evaluate the extent to which candidates for recruitment and selection match the job, and select the most suitable candidates. In person-job fit analysis, candidates' skills, experience, ability, and personality traits can be analyzed along with job skill requirements, duties, and expectations to assess their suitability for the job.

Job design and improvement: organizations can use person-job fit theory to design and improve job positions to better suit employees' skills and abilities. In person-job fit analysis, employee skill, experience, and ability characteristics can be analyzed along with job duties and requirements, to determine the best job design that can improve employee working efficiency and satisfaction.

Performance evaluation and reward and punishment measures: organizations can use person-job fit theory to evaluate employees' job performance and formulate corresponding reward and punishment measures. In person-job fit analysis, employees' suitability for their job positions can be assessed to determine their work performance and contribution. Meanwhile, proper reward and punishment measures need to be formulated to encourage employees to better adapt to their job positions and to improve work efficiency and quality.

Training and development plans: organizations can use person-job fit theory to design and formulate employee training and development plans to improve their skills and abilities. In person-job fit analysis, deficiencies in employee skills and abilities in

their job positions can be determined. Based on organizational development needs, relevant training and development plans can be established to improve employees' job skills and suitability.

Salary and benefits design: organizations can use person-job fit theory to design and establish employee salary and benefits systems to motivate their job performance and improve their suitability. In person-job fit analysis, employee suitability and performance in their job positions can be assessed to determine their salary and benefits levels, and corresponding incentive policies and benefit programs can be developed.

The Pareto Optimality Theory, also known as the Pareto Efficiency Theory, is an economic theory used to describe efficiency and optimization in resource allocation. The theory was developed by Italian economist Vilfredo Pareto in the late 19th and early 20th centuries and has been widely applied in various fields, including human resource management. Its core concept is that, under specific resource constraints, by effectively allocating and distributing resources, a state can be achieved where no individual or aspect can be improved without harming the interests of others. In other words, under limited resources, optimal balance among multiple objectives can be achieved through optimization of resource allocation. In human resource management, the Pareto Optimality Theory can be used to optimize the allocation and utilization of human resources to achieve optimal benefits for both organizations and employees [7]. This theory has important implications for optimizing human resource allocation in the following ways:

Optimization of talent pipeline: according to the Pareto Optimality Theory, organizations can concentrate their limited resources on core talents through identification and development, ensuring that core talents receive more development opportunities and attention, thus improving their performance and contribution and further promoting the development of the organization.

Job division and cooperation: by thinking in accordance with the Pareto Optimality Theory, organizations can match employees' skills and abilities with job requirements, achieving the best division and cooperation of job assignments. This ensures that each

employee can play the maximum role in their area of expertise and focus, improving overall work efficiency and quality.

Training and development strategies: human resource management guided by the Pareto Optimality Theory can pay more attention to the concentration and optimization of training and development resources. By identifying the training needs of key positions and key talents, organizations can effectively allocate training resources, improve employees' professional abilities and quality, and further enhance overall performance.

Performance rewards and incentive mechanisms: based on the Pareto Optimality Theory, organizations can design and implement performance rewards and incentive mechanisms, concentrating resources on outstanding employees. This can motivate employees to work actively, improve work efficiency and quality, and also increase employee satisfaction.

The hierarchy of needs theory was first proposed by American psychologist Abraham Maslow and is therefore also known as Maslow's hierarchy of needs theory. According to Maslow, various needs of individuals can be classified into five different levels in a hierarchical order: physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs. When a person's needs at a certain level are satisfied, that need no longer provides motivation, but at the same time, the person develops new needs at higher levels, which are motivating. Thus, it can be seen that needs are the source of one's own behavioral motivation, and the degree of desire for satisfaction of a certain need determines the intensity of that need. Motivation is not a one-time action, but a continuous process. When a person satisfies lower-level needs, they naturally develop new needs at higher levels.

1.3 Features of human resource management

Human resource allocation involves distributing human resources across various departments and positions, combining them with material resources to promote the development and operation of the modern economy. It is a part of economic activities that can be divided into multiple aspects, primarily consisting of six modules: human resource

management, employee relationship management, recruitment and placement, training and development, performance management, and compensation and benefits management [8].

As a fundamental issue in economic research, resource allocation theory is studied from different perspectives. Theories focusing on macroeconomic operations include input-output theory and optimization planning theory. While theories focusing on microeconomic operations include capital formation theory, human resource theory, and foreign trade strategy theory [9]. Reasonable human resource allocation is conducive to motivating employees' enthusiasm and creativity, and improving the efficiency of employees and organizations.

Human resource allocation can be divided into two forms based on its nature: macro-allocation and micro-allocation [10]. Macro-allocation refers to the allocation of human resources within a country's territory. Its basic considerations mainly include: taking the demand for human resources in various industries, sectors, departments, and regions as the basic basis for human resource allocation; using the overall economic and social development plan as a guide for the supply relationship and future trends of human resources to avoid allocation imbalances or other issues; considering the distribution of natural resources and other resources as an important basis for human resource allocation to achieve rational and effective resource allocation; focusing on allocating human resources to key regions, sectors, and industries in accordance with the country's development priorities [11].

Micro-allocation of human resources refers to the process of scientifically allocating human resources within an organization. It covers various aspects such as organizational structure, management hierarchy, job design, operational mechanisms, and employee qualities [12]. The main purpose of micro-allocation is to utilize human resources reasonably to improve work efficiency and organizational efficiency. In practice, micro-allocation of human resources can be divided into three aspects: region, department, and occupation. Regional micro-allocation focuses on targeted allocation based on differences in human resource structure in different regions. Departmental micro-allocation aims to appropriately distribute and arrange human resources according

to the work nature and needs of different departments. Occupational micro-allocation focuses on the specified requirements for human resource quality, including occupation types and skill levels [13]. Through precise micro-allocation of human resources, enterprises can utilize human resources more efficiently and enhance the overall competitiveness of the organization.

Human resource management possesses several distinctive characteristics, which together constitute its complex yet effective system.

Systematicness: the human resource management system is a genuine system with a complete structure and mutually complementary, interdependent, and mutually reinforcing functions.

The activities of various subsystems within this system, such as recruitment and training, should be fully oriented towards the organization's competitive advantage, maximizing the effectiveness of its resource converter through organic aggregation.

Consistency: all individual human resource practices should serve the same enterprise's competitive strategic goals, and should be coordinated and complementary to each other.

There also needs to be consistency between human resource management activities and the enterprise's development stage to achieve dual consistency in internal and external activities, thus having a positive impact on enterprise performance.

Openness: the human resource management system continuously acquires human resources and related information from external sources, while there is also the outflow of internal human resources and related information. This openness brings about the renewal and improvement of enterprise human resources. Without this openness, the enterprise may lose its ability to renew and decay.

Dynamism: the openness and systematicness of human resource management determine that it cannot maintain a state of equilibrium, but only a relative equilibrium. Any change in any factor within the system will cause corresponding reactions, breaking the original relative equilibrium and correcting the imbalance through feedback.

In addition, human resource management also has the following important functions and roles:

Recruitment and talent selection: through effective recruitment and selection processes, it helps organizations attract and retain suitable employees for positions, builds high-quality teams, and improves work efficiency and performance.

Training and development: it provides employees with training and development opportunities to enhance their skills and knowledge, promoting personal growth and enhancing organizational competitiveness.

Performance management: it helps organizations establish effective performance management systems, including setting goals, assessing performance, and providing feedback, motivating employees to improve their work performance.

Employee relationship management: it focuses on employee welfare, satisfaction, and the working environment, enhancing employee loyalty and cohesion towards the company by building good employee relationships.

Legal compliance: it ensures that the policies and procedures involved in human resource management comply with labor laws and regulations, protecting employee rights and avoiding legal risks and disputes.

Organizational development: It supports the strategic goals and development plans of the organization, providing strategic human resource plans and suggestions, contributing to the long-term success of the organization.

In summary, the characteristics of human resource management are not only reflected in its systematicness, consistency, openness, and dynamism, but also in its multifaceted roles and contributions to organizational development and individual employee growth.

CHAPTER 2

INVESTIGATION AND REASON ANALYSIS OF EMPLOYEE TURNOVER IN HENG TONG LOGISTICS CO., LTD

2.1 Organizational and economic characteristics of financial and economic activity

Hengtong Logistics Co., Ltd. was founded in November 2003. After nearly 20 years of development, it has become a large logistics company listed on the main board of Shenzhen Stock Exchange. The company's business scope covers railway special cargo transportation, road cargo transportation, loading and unloading of cargo, storage, distribution, circulation processing, packaging and information services, as well as leasing and loading and unloading of railway special cargo vehicles and related equipment. The company has 16 branches, 3 mechanical thermal insulation depots and 2 wholly-owned subsidiaries nationwide. The registered capital of the company is 4 billion yuan.

Hengtong Logistics Co., Ltd. has formed a railway commercial vehicle logistics network through 10 years of logistics operation, providing door-to-door full logistics services for railway commercial vehicle transportation. The transportation mode is flexible and diverse. The company mainly adopts the regular train transportation mode, and the regular train is composed of 29 trains, which realizes the passenger-oriented transformation of freight trains on key lines, greatly improving transportation efficiency and shortening the time limit of transportation. The company has also innovatively created the "warehouse relocation" logistics model for railway transportation of commercial vehicles, and realizes balanced production by utilizing the "reservoir" adjustment role of the logistics base. The company has 42 logistics bases, building a three-level network of national, regional and local special cargo commercial vehicle logistics bases.

Staffing Configuration Status: according to the 2023 annual report on human resources of Hengtong Logistics Co., Ltd., there are 3,366 employees on the job, including 3,208 employees in the parent company and 158 employees in major subsidiaries. The number of retired employees who need to be funded by the parent company and major subsidiaries is 1,551.

Staff Professional Structure Configuration Status: from the perspective of staff professional composition, 2,060 are engaged in production, accounting for 61.2% of the total staff. Technical staff accounts for 829, accounting for 24.6% of the company's staff; financial staff accounts for 130, accounting for 3.9% of the company's staff; and administrative staff accounts for 347, accounting for 10.3% of the company's staff. Analyzing the professional composition of the staff, Hengtong Logistics Co., Ltd. has the following issues.

The number of technical staff is relatively small, accounting for 24.6%. Technical personnel usually possess high-level professional skills and innovative abilities, which can inject new vitality into the company's development. If the company lacks technical talents, it may limit the company's development potential. The number of frontline employees and non-frontline employees is 2,060 and 1,306 respectively, close to 3:2. In logistics companies, a 3:2 personnel ratio indicates that there are too many non-frontline financial and administrative staff. In logistics companies, when the ratio of frontline employees exceeds 3:2, too many management, logistics, and financial staff cannot effectively play their roles, and the insufficient number of frontline employees also leads to a decrease in the efficiency of the company's logistics.

The table showing the professional structure distribution of human resources in Hengtong Logistics Co., Ltd. is attached. The overall structure of human resources in Hengtong Logistics Co., Ltd. is also attached. The distribution of human resources is shown in table 2.1.

Table 2.1 - Distribution of human resources in Hengtong Logistics Co., LTD

Professional structure	Production personnel	Technical route staff	Financial personnel	Administrative personnel
Number of people	2060	829	130	347
Percent	61.2%	24.6%	3.9%	10.3%

**Source: compiled by the author.*

Figure 2.1 shows total structure of human resources of Hengtong Logistics Co., LTD.

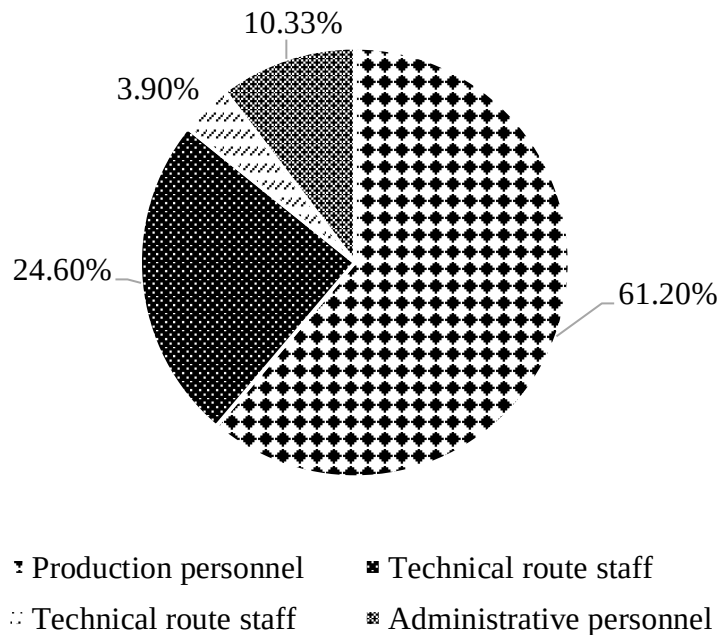


Figure 2.1 - Total structure of human resources of Hengtong Logistics Co., LTD

**Source: compiled by the author.*

Staff's Educational Level Configuration Status: Analyzing from the perspective of educational background, among the in-service employees, there are 145 personnel with postgraduate degrees or above, accounting for approximately 4.3% of the total staff in Hengtong Logistics Co., Ltd.; 1,027 personnel with bachelor's degree or above, accounting for approximately 30.5% of the total staff; and 2,194 personnel with associate degree or below, accounting for approximately 65.2% of the total staff. The table showing the educational level distribution of human resources in Hengtong Logistics Co., Ltd. is attached. The chart representing the educational level structure of human resources in Hengtong Logistics Co., Ltd. is also attached. As can be seen, the educational level of the employees in Hengtong Logistics Co., Ltd. is mainly concentrated at associate degree or below, and the postgraduate degree only accounts for 4.3%. High-quality talents occupy a relatively low proportion in the talent composition structure. Analyzing from the perspective of educational background, the educational level structure of human resources in Hengtong Logistics Co., Ltd. has the following issues.

The number of personnel with postgraduate degrees or above is relatively small, accounting for only 4.3% of the total staff. High-quality talents usually possess higher professional skills and innovative abilities, which can inject new vitality into the company's development. If the company lacks high-quality talents, it may limit the company's development potential.

The number of personnel with associate degree or below is relatively large, accounting for 65.2%. Although these employees may have rich work experience and practical operation abilities, if the company excessively relies on such employees, it may lack high-level management talents and strategic decision-making talents, affecting the company's long-term development. The distribution of the educational base of the employees of the studied enterprise is presented in table 2.2.

Table 2.2 - Distribution of educational background of Hengtong Logistics Co., LTD

Educational background	Master degree	Bachelor degree	College degree
Number of people	145	1027	2194
Percent	4.3%	30.5%	65.2%

**Source: compiled by the author.*

Figure 2.2 shows the structure of human resource education level of the studied enterprise.

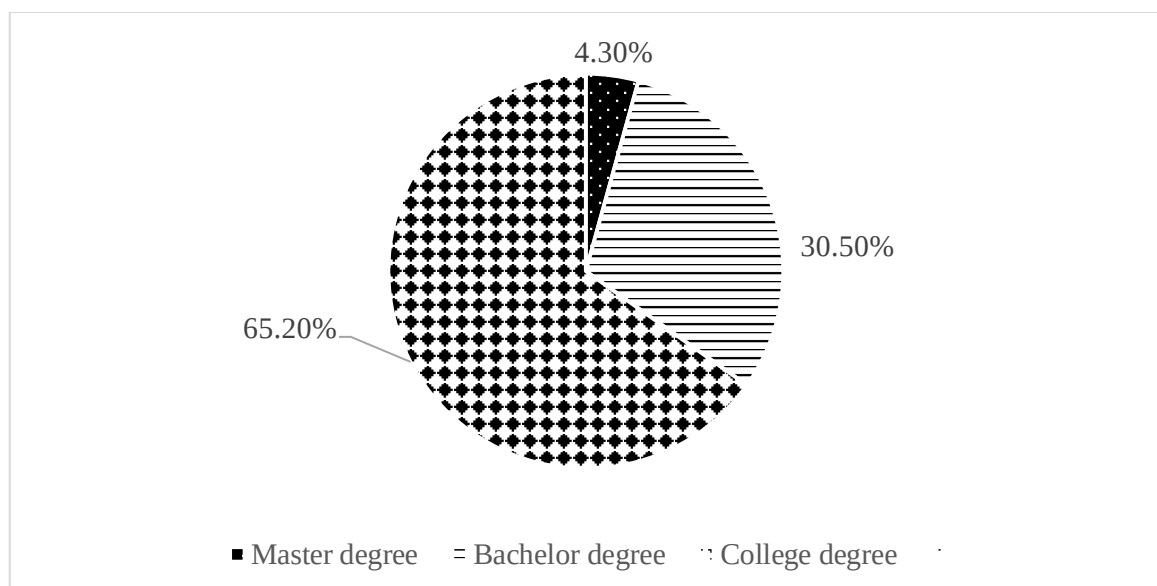


Figure 2.2 - Structure of human resource education level of Hengtong Logistics Co., LTD

**Source: compiled by the author.*

Staff Age Composition: In this document, age is divided into five categories: over 50 years old, 40-50 years old, 30-40 years old, 25-30 years old, and under 25 years old. There are 314 employees over 50 years old, accounting for 9.3% of the total staff; 941 employees aged 40-50, accounting for 28% of the total staff; 343 employees aged 30-40, accounting for 10.2% of the total staff; 474 employees aged 25-30, accounting for 14.2% of the total staff; and 1303 employees under 25 years old, accounting for 38.3% of the total staff. Through a preliminary analysis of the human resources age structure of Hengtong Logistics Co., Ltd., it can be concluded that the company's human resources age structure has uneven age distribution, with a small number of middle-aged and young employees aged 30-40, accounting for only 10.2% of the total staff. This age group of employees is the main force for the company's development, playing a stabilizing role in the company's future development. Such a human resources structure may lead to a lack of new thinking and innovation in the company's future development. However, the number of employees under 25 years old accounts for 38.3% of the company's total staff, and too many young employees may reduce the stability of the company, lack of experience and practical ability, and also bring certain uncertainties to the company's future development. The number of senior employees in the company is relatively small, and senior employees usually have rich experience and skills, which are of great significance to the company's development. If the company relies excessively on young employees, it may lack experience and technical reserves, affecting the long-term development of the enterprise. The age structure distribution of Hengtong Logistics Co., Ltd. is shown in the figure of the age structure distribution of Hengtong Logistics Co., Ltd.

The distribution of the labor force by age category is shown in table 2.3.

Figure 2.3 - Age structure distribution of Hengtong Logistics Co., LTD

Age level	Under 25	25~30	30~40	40~50	Over 50
Number	1289	479	343	941	314
Proportion	38.3%	14.2%	10.2%	28%	9.3%

**Source: compiled by the author.*

Figure 2.3 presents information on the labor resources of the studied enterprise by the criterion of age distribution.

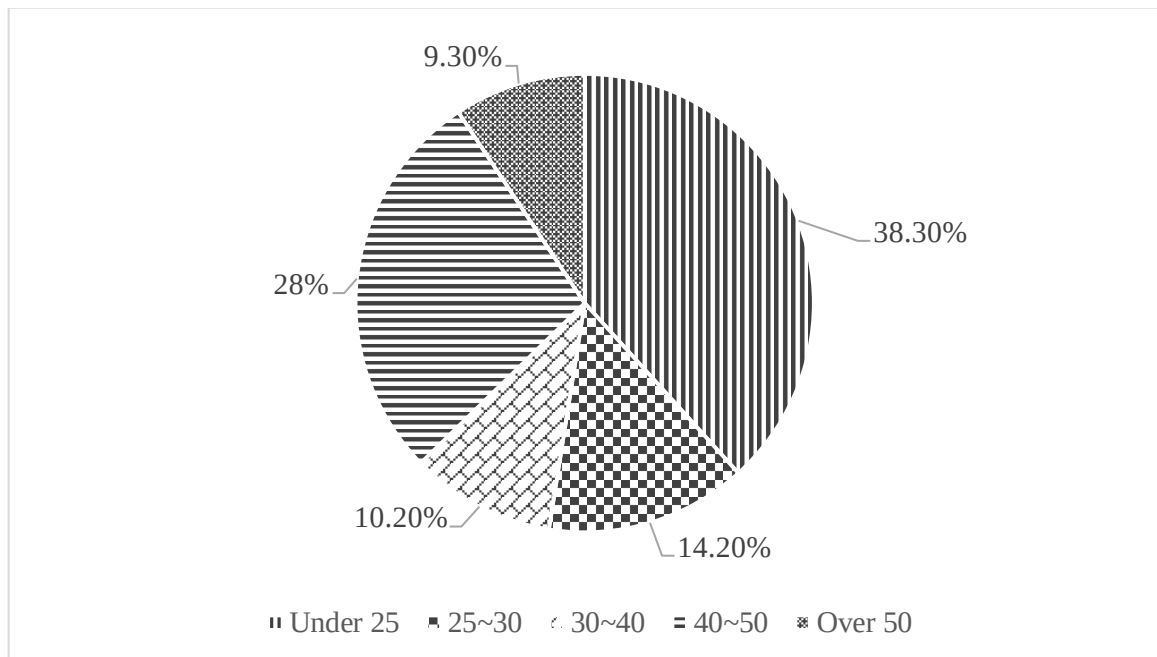


Figure 2.3 - Age structure distribution of Hengtong Logistics Co., LTD

**Source: compiled by the author.*

The daily management work of Hengtong Logistics Co., Ltd. is completed by multiple departments working together (see figure 2.3). The business department is mainly responsible for logistics docking, including order management and distribution, as well as maintaining the relationship between suppliers and transportation units. The logistics department is responsible for purchasing daily necessities, maintaining transportation tools, and cleaning, while participating in employee welfare and event planning. The financial department formulates the company's procurement plan based on the logistics cost quota in the financial budget, reviews the annual procurement and supply plan, and maintains business relations with suppliers and logistics transportation units. The human resource management department is responsible for employee recruitment and other work. The transportation department is composed of transportation workers, whose main responsibilities are cargo packaging, transportation, storage, as well as the docking and implementation of some small orders. The supervisory department is mainly responsible for monitoring order execution and inventory storage supervision.

Hengtong Logistics Co., Ltd. has issues with unclear organizational structure and overlapping management work. Business docking is jointly completed by the business department and the transportation department [14]. Although traditional business distinctions are made based on order amounts, transportation personnel and business execution personnel are still mixed. For example, commodity vehicle logistics belongs to a sub-sector of the logistics industry, but the logistics industry involves operations such as ports, warehousing, transportation, and thus has certain cross-departmental characteristics in management [15].

Hengtong Logistics Co., Ltd. is committed to standardized, regulated, and refined management in its operations, aiming to improve the speed and efficiency of express logistics, and accelerate the development of information, network, and transportation capabilities to meet customer needs. Since its inception, Hengtong Logistics Co., Ltd. has undertaken the responsibility of providing both commercial and universal services to society. Adhering to the mission of "developing high-quality express logistics to meet the needs of social circulation," the company has set the vision of "becoming a continuously leading express logistics enterprise" [16]. It has also established the quality philosophy of "swift, accurate, safe, and convenient," the service concept of "pursuing excellent customer experience," and the management philosophy of "execution, closed-loop, and continuous improvement" [17]. The company has established a comprehensive service network within the city and is fully committed to fulfilling its universal service functions and social responsibilities. As shown in table 2.4, here is a brief analysis of Hengtong Logistics Co., Ltd.'s economic situation in the past three years:

Table 2.4 - Financial revenue of Hengtong Logistics Co., Ltd. in the past three years

Subject/year	2023	2022	2021	2020
Net profit (RMB)	341 million	288 million	-909 million	36.327,300
Net profit year-on-year growth rate	18.41%	131.64%	-2603.116%	-97.42%
Deduction of non-net profit (YUAN)	339 million	309 million	-943 million	-309.796 billion
Deduct non-net profit year-on-year growth rate	9.86%	132.77%	-2943.77%	-102.331%
Total operating income (RMB)	40.924 billion	336.71 billion	252.55 billion	251.66 billion
Year-on-year growth rate of total operating revenue	21.54%	33.32%	17.10%	-6.60%

**Source: compiled by the author.*

Net Profit: In 2023: The net profit was 341 million yuan, representing a year-on-year growth rate of 18.41%. This indicates that the company achieved profit growth in 2023, and its economic situation was relatively stable. In 2022: The net profit was 288 million yuan, with a year-on-year growth rate of 9.68%. Although the growth rate was lower than in 2023, the company still achieved profitability, maintaining positive growth in its economic situation. In 2021: The net profit was negative, reaching -909 million yuan, with a year-on-year decline of 131.64%. This was a significant drop, likely reflecting severe operational issues or changes in the market environment faced by the company during this year.

Net Profit after Tax and Non-operating Items: In 2023: The net profit after tax and non-operating items was 339 million yuan, with a year-on-year growth rate of 9.86%. Similar to net profit, this also shows a growth trend, indicating that the company's profitability in its main business is relatively stable. In 2022: The net profit after tax and non-operating items was 309 million yuan, with a year-on-year growth rate of 132.77%. Although the base figure was small, the growth rate was very high, demonstrating significant profit growth achieved by the company during this year. In 2021: The net profit after tax and non-operating items was also negative, reaching -943 million yuan, with a year-on-year decline of 2943.77%. This aligns with the situation of the net profit, reflecting severe operational challenges faced by the company during this year.

Total Operating Revenue: In 2023: Total operating revenue was 40.924 billion yuan, representing a year-on-year growth rate of 21.54%. This indicates that the company's business scale is expanding, and its market share has increased. In 2022: Total operating revenue was 33.671 billion yuan, with a year-on-year growth rate of 33.32%. The growth rate was higher than in 2023, showing that the company was in a rapid expansion phase during the previous year.

Comprehensive Analysis: In 2023: After experiencing significant losses in 2021, the company achieved a strong rebound in profitability, with both net profit and net profit after tax and non-operating items growing. Total operating revenue also maintained stable growth. This suggests that the company may have successfully reversed its operational

downturn through a series of reforms or market strategy adjustments. In 2022: Although the year-on-year growth rate of net profit was lower than in 2023, the year-on-year growth rate of net profit after tax and non-operating items was very high, indicating that the company's profitability in its main business has improved. At the same time, total operating revenue also achieved rapid growth, indicating that the company's business scale is continuously expanding. In 2021: The company experienced severe operational losses, which may have been caused by changes in the market environment, intensified competition, or internal management issues. The company needs to analyze the reasons in depth and take corresponding measures to improve its operating conditions.

Overall, Hengtong Logistics Co., Ltd. has experienced significant changes from losses to profits in the past three years. Although severe operational issues emerged in 2021, the company achieved rapid profit growth and business expansion in the following two years. In the future, the company needs to continue to pay attention to changes in the market environment, strengthen internal management, improve profitability, and achieve sustained and stable development [18].

2.2 Survey in the enterprise human resource management system

The questionnaire for this survey includes three aspects: First, the basic information of the company's employees. It mainly investigates the employees' gender, age, marital status, education level, length of service, and job positions [19]. The survey includes senior managers, middle-level managers, and grassroots employees to understand the common characteristics of employees at different levels. This provides important basis for the company to formulate effective rules and regulations, stimulate employees' enthusiasm for work, and reduce employee turnover. The matching theory is used when investigating employees' basic information to ensure that employees' situations match their job positions [20]. There are significant differences among employees in terms of education level, personality traits, and job capabilities, and different job positions have different requirements for employees' working methods, capabilities, and professional

skills. Therefore, it is necessary to fully understand employees' individual basic information to ensure a match with their job positions [21].

Second, the internal and external factors of the company. These factors include various indicators such as the overall external environment of the logistics industry, company environment, geographical location, company culture, and salary benefits [22]. The purpose is to understand the importance of different indicators in the minds of employees. These indicators are ranked in order from high to low, with five different levels: very important, important, moderately important, not concerned, and not important, corresponding to 5 points, 4 points, 3 points, 2 points, and 1 point respectively. Obviously, the higher the score obtained by the respondents, the more important the indicator is to them. This can also indicate the impact of different factors on employee turnover.

Third, understanding the satisfaction of employees. The question regarding employee satisfaction mainly involves indicators such as the company's working environment, salary benefits, corporate culture, and future development prospects [23]. The purpose is to understand employees' satisfaction with these indicators. The answers are ranked in order from high to low, with five different levels: very satisfied, satisfied, average, somewhat dissatisfied, and dissatisfied, corresponding to 5 points, 4 points, 3 points, 2 points, and 1 point respectively. The satisfaction of employees with different indicators of the company can be reflected by the scores obtained. The HR department should carefully analyze the data on employee satisfaction to understand if there are strong dissatisfaction emotions and the possibility of turnover, and accordingly formulate measures to control employee turnover [24].

In this survey, the author used random sampling to select the respondents. The survey questionnaires were distributed and collected through an online survey platform, SurveyStar, significantly improving the efficiency of the survey. The author distributed the questionnaires to various functional departments and grassroots operational departments of Hengtong Logistics Limited. The respondents submitted their answers anonymously. The work efficiency of grassroots employees can partially reflect the operational efficiency of the company, thus the performance of grassroots employees can greatly impact the company's operations and development [25]. The turnover rate of

grassroots employees is much higher than that of middle and senior managers, and grassroots employees are responsible for the majority of daily business operations, which can influence the company's competitive strength [26]. Therefore, it is essential to conduct an in-depth investigation into the basic situation of grassroots employees. Middle and senior managers are responsible for defining the company's development direction and formulating development plans, so the loss of middle and senior employees can bring immeasurable losses to the company [27]. In this survey, a total of 120 questionnaires were distributed, and 100 valid questionnaires were collected, as shown in table 2.5.

Table 2.5 - Statistics of sample characteristics of the formal questionnaire

Indicators	The factors	Sample	Proportion of total
Gender	male	82	82%
	female	18	18%
Age	Below 25	8	8%
	25 to 35	31	31%
	35 to 45	40	40%
	Above 45	21	21%
Marital status	Unmarried	11	11%
	Married	89	89%
Education	High school and below	10	10%
	Junior college	55	55%
	Undergraduate degree	31	31%
	Graduate and above	4	4%
Length of service	3 years or less	10	36%
	3-5 years	55	23%
	5 to 10 years	31	26%
	More than 10 years	4	15%
Position	Grassroots level	60	60%
	Middle level	37	37%
	Top management	3	3%

**Source: compiled by the author.*

The survey data summary is as follows: Firstly, the gender proportion. The male-female ratio of the employees who participated in the survey was 4.5:1. The main reason why female employees account for a lower proportion is due to the poor working environment and high intensity of work in the logistics industry. Therefore, women generally do not prioritize the logistics industry. The male-female ratio in the survey is basically consistent with the male-female ratio of most logistics companies' employees. Secondly, the age situation. Through data analysis, it was found that 8% of employees are

under 25 years old, 31% of employees are between 25 and 35 years old. Obviously, the proportion of young employees is relatively low in the total number of employees. This indicates that the company has a small number of new employees, so the company should recruit new employees according to its own business reality and retain talent through various means. Young employees are full of vitality and energy, and the development of enterprises cannot be separated from the support of young employees. Therefore, enterprises should pay more attention to human resource management and stimulate employees' work enthusiasm. Thirdly, understand whether employees are married. Through data analysis, it was found that married employees account for about 90% of the total number of employees. Whether an employee is married is related to the employee's work behavior and performance. For example, married employees are more willing to choose jobs close to home. Fourthly, understand the education level of employees. Through data analysis, it was found that the education level of Hengtong Logistics Co., Ltd. company's employees is basically consistent with the overall education level of logistics industry employees. Most employees have associate or bachelor's degrees, and the education level of management employees is higher, generally bachelor's or graduate degrees or above [28]. Since society requires higher education levels for employees in various industries, Hengtong Logistics Co., Ltd. should try to introduce more high-education logistics industry professionals to provide important talent guarantee for its future development. Fifthly, understand the length of service of employees. Through data analysis, it was found that the length of service of Hengtong Logistics Co., Ltd. employees is generally low, and the proportion of employees who have worked for less than five years is the highest. This indicates that the company's employee turnover rate is relatively high, and the risk of employee turnover is high. The enterprise should attach great importance to this issue. Sixthly, understand the distribution of employees at different levels [29]. Most employees of Hengtong Logistics Co., Ltd. are concentrated in the basic operation department. This part of employees is the main component of turnover personnel, so the company should pay attention to cultivating grass-roots employees and retaining them through various means. Therefore, the survey data can

reveal the reasons for employee turnover and help the company to make adjustments and improvements in a timely manner.

Analyze the importance of different indicators such as logistics environment, employment environment, and working environment in the minds of employees [30]. The answer options are arranged in order of importance from very important, important, moderately important, less important, to not important. Each level corresponds to 5 points, 4 points, 3 points, 2 points, and 1 point, respectively. The score value is positively correlated with the importance of the indicator in the minds of employees. The higher the score value, the more important the indicator is in the minds of employees. Specifically, as shown in table 2.6.

Table 2.6 - Survey on the importance of logistics environment, employment environment and work environment

Indicators	Very important	Important	Generally	Don't care	Not important
Is the logistics environment important in your mind?	100	144	75	20	9
Do you think the employment environment is important?	200	120	30	20	10
Is the work environment important to you?	80	100	75	30	10

**Source: compiled by the author.*

Through analyzing the survey data, it was found that employees considered the job environment index to be the most important, followed by the logistics industry environment index and the workplace environment index. The impact of the workplace environment index on employee turnover is the smallest because many employees have already formed a certain understanding of the work environment and believe that the work environment in the logistics industry is poor. The specific impact of geographic location on employee turnover is shown in table 2.7.

Table 2.7 - Importance of location

Indicators	Very important	Important	Generally	Don't care	Not important
Is the proximity of the company an important factor in your job choice?	165	200	36	6	2
Is the workplace location and environment important to you?	50	160	87	20	11

**Source: compiled by the author.*

Through data analysis, it was found that the distance between the company's location and employees' residences also has a certain impact on employee turnover. Many logistics industry branches are located in areas with high pedestrian traffic or residential areas, and employees tend to choose branches closer to home. The impact of working environment conditions on employee turnover is relatively small. Compared with working in a poor working environment, it does not matter even if the job location is closer to home.

Regarding the importance of welfare benefits and development prospects indicators in the minds of employees, the specific details are shown in table 2.8

Table 2.8 - Importance of employee benefits and development prospects

Indicators	Very important	Important	Generally	Don't care	Not important
How important is welfare in your mind?	255	132	39	4	1
Do you think the development prospects are important?	205	160	42	6	2

**Source: compiled by the author.*

Through analyzing the survey results, it was found that the welfare benefits index has a significant impact on employees, and there is a close relationship between welfare benefits and employee turnover rates. Low welfare benefits are the main causes of employee turnover. The development prospects of the company also occupy a relatively important position in the minds of employees because this index is closely related to individual career advancement and future development, which also affects employee turnover.

The importance of corporate culture, employee happiness, and job matching indicators in the minds of employees is shown in table 2.9.

Table 2.9 - Importance of cultural atmosphere, job happiness and corporate fit

Indicators	Very important	Important	Generally	Don't care	Not important
Do you think culture is important in your company?	55	128	93	34	9
Do you think happiness at work is important?	75	112	117	30	6
Is job fit important to you?	75	100	111	24	11

**Source: compiled by the author.*

Through data analysis, it was found that employees not only value salary and benefits but also have corresponding requirements for corporate culture and job satisfaction. Although these indicators do not directly determine employee turnover, they can still have a certain impact. Most employees selected the options of «moderately important» and «important» and very few respondents considered them unimportant or were not concerned. Compared to the importance of welfare benefits, the importance of cultural atmosphere, job satisfaction, and job matching indicators is relatively low, indicating that employees are more concerned about the level of welfare benefits.

Regarding job satisfaction, the questionnaire included 10 questions. The satisfaction questions mainly covered four aspects: satisfaction with the company's salary and related systems, satisfaction with job promotion and future development, satisfaction with internal and external company environment and interpersonal relationships, and satisfaction with corporate culture. The purpose of designing job satisfaction questions is to understand the true thoughts of employees, analyze the main factors causing employee turnover, and provide a basis for adjusting human resources management strategies for the company, ultimately achieving the goal of controlling employee turnover. The results of the employee satisfaction survey are shown in table 2.10.

Table 2.10 - Employee satisfaction survey

Indicators	Very important	Important	Generally	Don't care	Not important
Are you satisfied with the salary and welfare of the company?	5	60	69	64	29
Are you effective in implementing the company's rules and regulations?	10	76	102	46	22
Are you satisfied with the company's performance appraisal system?	55	68	102	48	14
Are you satisfied with the amount of work arranged by the company?	105	124	42	34	17
Are you satisfied with the communication and cooperation between colleagues?	35	124	60	22	2
Are you satisfied with the way the department is managed?	75	104	69	34	10
Are you satisfied with the promotion system?	40	88	54	68	18
Do you think the company's training content can meet the needs of employees?	5	64	63	74	25
Do you agree with the existing corporate culture?	95	68	69	54	14
Do you have a sense of identity and belonging to the company?	85	56	81	52	16

**Source: compiled by the author.*

Through analyzing the questionnaire survey results, it was found that 61 of the respondents were dissatisfied with their salary and benefits, accounting for more than 50% of the total number of respondents. This indicates that more than half of the employees at Hengtong Logistics Co., Ltd. feel that their salary and benefits are relatively low and are dissatisfied, which increases the risk of employee turnover. From the perspective of regulations and measures, about 34% of respondents have no opinion on the company's existing regulations and measures, indicating that the overall satisfaction with company regulations and measures is moderate. Analyzing from the perspective of performance appraisal, about 34% of respondents have no opinion on the company's performance appraisal, while 42% of respondents are dissatisfied with the performance appraisal, indicating that the satisfaction with the company's performance appraisal is not high. In terms of workload, 66% of employees have no opinion or are satisfied with the workload of the company, indicating that employees are generally satisfied with the company's workload. In terms of interpersonal relationships, employees are generally satisfied. The overall satisfaction with company management is moderate. More than 50% of respondents are dissatisfied with the current promotion mechanism, and many employees feel that their future development opportunities are limited. From the perspective of corporate training, about 62% of employees are dissatisfied with the company's existing training mechanism, indicating that the satisfaction with the company's training is not high. Therefore, the company should timely adjust the existing training mechanism and improve training effectiveness. Employee satisfaction with corporate culture is high, indicating that employees have a strong sense of belonging to the company.

By integrating the above data analysis results, it was found that salary and benefits as well as performance appraisal are the main factors causing employee turnover. Therefore, companies should focus on these two indicators, improve employee salary and benefits, improve performance appraisal systems, and timely eliminate risk factors for employee turnover.

2.3 Diagnostics employee turnover in Hengtong Logistics Co., Ltd. based on questionnaire survey

Currently, the organizational structure of Hengtong Logistics Co., Ltd. consists of three parts, namely the management, functional departments and operation departments. The management is responsible for making the company's development plan and pointing out the correct direction for the company's development. The functional departments are composed of Human Resources Department, General Department, Finance Department, etc [31]. The operation departments include Transportation Department, Sales Department, Warehousing Department, etc. Since Hengtong Logistics Co., Ltd. has set up many operation outlets, which are distributed in different places, the functional departments and operation departments of the company are equipped with many middle-level managers, generally ranging from 5 to 8. Hengtong Logistics Co., Ltd. is operating well, but due to the impact of the Sino-US trade friction, the foreign trade business is not developing well. Although Hengtong Logistics Co., Ltd. still occupies a favorable position in the market and has a stable market share, if it does not pay attention to talent cultivation and does not try to retain talents, it will lead to serious talent loss, thus restricting the company's future development. As shown in figure 2.11.

Table 2.11 - The number of employees leaving Hengtong Logistics Co., Ltd. in the past four years

Indicators	2020 year	2021 year	2022 year	2023 year
Leaving the job	77	91	122	123
Number of employees	388	432	486	494
Rate of turnover	20%	21%	23%	25%

**Source: compiled by the author.*

The turnover of senior managers in Hengtong Logistics Co., Ltd. is not significant, but the loss of grass-roots employees is more serious in 2023. The staff turnover is mainly reflected in the loss of newly recruited employees, including some outstanding talents with good performance. In 2017, the country issued the second-child policy for the first time, which led to an increase in the turnover rate of female employees. Generally speaking, employees resign for the following reasons: first, participating in training or

further education, employees with bachelor's degree or above have a stronger demand for further education; second, facing better development opportunities or receiving higher salaries from other companies in the same industry; third, choosing to work in their hometown or enter other industries after marriage; fourth, having heavy workload, dissatisfaction with current salary and benefits, or disharmony with colleagues. Hengtong Logistics Co., Ltd. is facing a serious problem of staff turnover. The Human Resources Department needs to take various measures to reduce staff turnover or mitigate the adverse impact caused by it. On one hand, the Human Resources Department needs to keep abreast of employees' ideas and eliminate the main reasons for staff turnover; on the other hand, it needs to organize recruitment activities to recruit new employees and compensate for the losses caused by staff turnover [32].

In terms of the age of employees who leave, the proportion of those aged 20 to 29 is the largest, accounting for 61% in 2023. Firstly, because many front-line logistics employees of Hengtong Logistics Co., Ltd. are mainly from colleges, universities, and secondary technical schools, their average age when they join the company is around 21 years old, and this is their first job. They have an inaccurate positioning of their own abilities and lack understanding of the external employment environment. They always expect to get high salary and a high position right after they start working, trying to turn their degrees into money quickly through work. Therefore, they are unwilling to start from the bottom and are easily influenced by immature thoughts to leave. Secondly, employees in this age group are born into affluent families and are mostly only children. They grew up being loved and cared for by their parents and have not experienced hardships in society. Therefore, they are not adapted to physical labor in the logistics industry. In addition, some parents do not support their children's work, which contributes to the poor stability of employees in this age group.

In terms of the marital status of the lost personnel, in 2023, the marital status of the front-line lost employees shows that 72% are unmarried and 28% are married, with unmarried front-line lost employees being more than 2.5 times those who are married. Generally speaking, married front-line employees with families, who need to take care of their elderly parents and raise their young children, know that finding a job is not easy

and will attach more importance to stable and secure work. However, unmarried front-line employees have less economic pressure and fewer life concerns, so they tend to have greater job mobility. As shown in figure 2.12.

Table 2.12 - Turnover of employees of all ages in Hengtong Logistics Co., LTD in 2023

Age	20-29	30-39	40-49	50-59
Leaving the job	75	34	14	0
Number of unmarried	72	15	1	0
Turnover rate	61%	28%	11%	0%
Unmarried turnover rate	59%	12%	1%	0%

**Source: compiled by the author.*

Unit: Person

The development time of Hengtong Logistics Co., Ltd. is not long, and there are relatively few high-quality logistics talents, which greatly limits the company's development. In fact, the attitude of enterprise managers towards talents has a great impact on the development of the enterprise. Hengtong Logistics Co., Ltd. overemphasizes asset quantity while ignoring human resource management and is unwilling to increase investment in human capital. Therefore, the company has not established a long-term mechanism for staff training, and the content, frequency, and actual effect of staff training cannot meet the requirements. From another perspective, many logistics companies lack correct understanding of training, mistakenly believing that training is just a formality, which leads to a rapid increase in the number of employee turnover, thus seriously damaging the interests of the company [33]. Due to the rapid development of the logistics industry, the demand for logistics professionals is also increasing. The managers of Hengtong Logistics Co., Ltd. have not fully realized the importance of talents in the development of the enterprise, so the overall education level of employees is low, and there is a serious shortage of highly educated management talents and professional technical talents.

Hengtong Logistics Co., Ltd. has not yet established a comprehensive incentive mechanism. The work content in the logistics industry is relatively simple but monotonous and boring. However, Hengtong Logistics Co., Ltd. has not set up an

effective incentive mechanism based on its own reality, nor does it pay attention to providing employees with reward-based compensation. Over time, employees' work enthusiasm has become weaker and weaker, and even ideas of leaving the job have emerged. Hengtong Logistics Co., Ltd. lacks advanced distribution facilities, with relatively low levels of mechanization and automation, and manual operation still plays a dominant role, which has affected the company's market competitiveness.

Hengtong Logistics Co., Ltd. is facing a serious issue of employee turnover. Although the company has a large number of employees, it does not pay much attention to human resource management. According to analysis of relevant data, the turnover rate of employees in logistics enterprises is approximately 22%, with two main reasons: First, the working conditions in the logistics industry are not good, and employees are generally engaged in monotonous and trivial tasks in harsh environmental conditions, which seriously affects their work enthusiasm. Second, task allocation is unreasonable. The work content in the logistics industry is monotonous, boring, and stressful. If task allocation is unfair, it will cause employees to feel unfairly treated, resulting in more negative performance at work, thus damaging the company's interests.

External opportunities account for 8% of employee turnover factors. When other companies offer better compensation or conditions than the current company, employees may have the idea of leaving the company or even make the decision to leave. Although Hengtong Logistics Co., Ltd. is developing well and its business volume is growing, it neglects human resource management. Some employees may leave the company to pursue higher salaries or better job opportunities. Therefore, the company must establish a sound human resource management mechanism, focusing on talent development and retention, to provide strong manpower support for the company's development. An interviewee pointed out: «Managers not only have the important responsibility of clearly defining the future development direction of the company, but also are responsible for coordinating the relationship between the company and employees, effectively connecting the two. Therefore, managers should use effective management methods and means to stimulate employee enthusiasm for work, guide employees to have a strong

sense of identification and belonging to the company. In this way, a strong cohesion will be formed within the company, which will enhance the market competitiveness».

Family factors account for 4% of employee turnover factors. Although family factors do not have a significant impact on employee turnover, with the implementation of the two-child policy in the country, the impact of family factors on employee turnover is increasing. Interviewee B pointed out: "Many women under the age of 35, with higher education levels, choose to leave. Therefore, Hengtong Logistics Co., Ltd. should care more about employees' lives, especially during the peak season of the logistics industry every year, when employee rest time is shortened and work time is extended, many employees have poor rest, and they need more care from the company." The company should not only pay attention to the contributions made by employees to the company, whether they complete work tasks according to quality and quantity, but also pay attention to employees' living conditions, ensure that every employee can get sufficient rest, and never let work cause family conflicts. If employees work under too much pressure, more conflicts may arise, so the company should care more about employees' lives and enable them to devote themselves wholeheartedly to work. The leaders of Hengtong Logistics Co., Ltd. should not only lead by example in their work, but also pay attention to understanding employees' true thoughts and help solve various conflicts in their lives, in order to achieve the goal of reducing employee turnover rates.

Individual reasons. Career planning factors account for 12% of employee turnover factors. Therefore, the company should pay attention to employees' career development planning. Most logistics companies do not attach much importance to employees' individual future career development, and few logistics companies pay attention to employees' individual career planning needs, and Hengtong Logistics Co., Ltd. is no exception. An interviewee pointed out: «Employees work day after day, year after year, and long-term engagement in monotonous and tedious work can easily lead to career burnout, and subsequently lead to the decision to leave the company». Based on this, the company should pay attention to employees' self-improvement, cultivate employees' self-management ability, and regularly test employees' awareness of career planning, so that

each employee can fully realize their value to the company and enhance their self-value management.

Hengtong Logistics Co., Ltd. does not pay attention to employee participation. Due to the heavy workload in the logistics industry, many employees do not have the opportunity to communicate and exchange with managers, resulting in a lack of cohesion and cohesion within the company, and very few affairs for ordinary employees to participate in. Another interviewee pointed out: «The working conditions in the logistics industry are not good. If managers do not pay attention to employees' personal development and care, employees' work enthusiasm can be easily affected, and subsequently lead to the decision to leave the company». Employees' sense of identification with the company has an impact on their work enthusiasm. When employees lack a strong sense of identification with the company, they are not willing to contribute to the company, and their work enthusiasm will decrease, which can also lead to the idea of leaving the original unit.

Reasons for salary and treatment. According to the interviewee, Although Hengtong Logistics Co., Ltd. has developed rapidly overall, the salary offered is lower than the industry average. In addition, the company does not have a well-established performance evaluation system, and the evaluation results are unfair, which hinders the incentive effect of performance evaluation on employees. Employees who contribute greatly to the company cannot receive consistent rewards for their efforts, which affects their motivation and makes them more likely to choose to leave». If a logistics company cannot provide satisfactory salary benefits, employees are naturally more likely to leave. The proportion of employees ranking salary benefits as the primary factor affecting their decision to leave is 34%. In fact, the rapid development of the logistics industry has allowed many practitioners to receive higher salaries, especially during special periods such as statutory holidays or online shopping promotions, where logistics professionals have heavy workloads but can earn high income returns. For example, the income of couriers can exceed 20,000 yuan. However, according to the research report on salary benefits, the logistics industry ranks only 13th among 20 industries in terms of average income, indicating that the average salary level of logistics practitioners is relatively low.

Although Hengtong Logistics Co., Ltd. is located in a geographically advantageous and populous area, the average wage in Shandong Province is not high, and the local consumption level is relatively low. Therefore, the basic income of grassroots employees of Hengtong Logistics Co., Ltd. is around 3,000 yuan, while the income of management personnel is generally around 5,000 yuan. Although some salespersons can earn more than 10,000 yuan per month, they are a minority, and those who can earn 10,000 yuan belong to a rare group. It is also worth mentioning that Hengtong Logistics Co., Ltd. has almost no other benefits for its employees, only some overtime pay. Obviously, the low salary and welfare benefits of Hengtong Logistics Co., Ltd. have led to a large number of employee turnover. At the same time, another interviewee pointed out, «From the perspective of performance incentives, some managers of small logistics companies do not fully realize the important role of performance management. Some managers, although aware of this, have not developed a sound performance management system». The existing performance evaluation criteria of Hengtong Logistics Co., Ltd. are too single, mainly based on working hours and workload, and the managers of the evaluated department can greatly influence the evaluation results. Once employees feel that the performance evaluation does not reflect fairness, they will feel imbalanced, thinking that they have put in more effort but received low rewards, which will naturally lower their work motivation.

From the perspective of promotion channels, 18% of the respondents believe that the company's current promotion system is unreasonable. The interviewee also pointed out, Hengtong Logistics Co., Ltd. has a large number of employees, but few promotion opportunities, and many employees feel that their future development is hopeless and it is impossible for them to be promoted. As a result, their work motivation is affected. According to Maslow's hierarchy of needs theory, individual employees at different stages have significant differences in their needs, but every employee hopes to have the opportunity to be recognized and respected by others and to realize their own value». Almost all employees hope to perform well at work, accumulate work experience, and have the opportunity to become managers of the company in the future. However, in the survey, it was found that only 6 employees out of the total number of employees were

promoted in the past four years. Most employees work diligently, but they do not have the opportunity to be promoted. Over time, they naturally have thoughts of leaving. Hengtong Logistics Co., Ltd. does not pay attention to employees' career planning, nor can it provide guidance for employees' future career development. Moreover, the company is not good at exploring employees' work potential and maximizing their value. The interviewee also pointed out, «Some employees believe that the company's rules and regulations are too strict for female employees. Due to factors related to themselves, female employees find it difficult to compete fairly with male employees. Therefore, female employees are in a disadvantaged position in job promotion and are more likely to quit than male employees». Some employees believe that the company should establish a sound promotion standard system to maintain fairness during the promotion process, otherwise it will affect employees' work motivation. Promotion standards should not be limited to work performance but should also include factors such as employees' work abilities and comprehensive qualities. In addition, efforts should be made to broaden the promotion channels so that more people have the opportunity to be promoted. Hengtong Logistics Co., Ltd. needs to establish a mature promotion system, set different promotion standards for different positions, and consider other criteria such as work experience and educational level. This can not only effectively eliminate the possibility of under-the-table operations but also allow employees to easily understand whether they meet the promotion criteria. Without clear promotion standards, employees may develop a negative attitude towards work.

Logistics point reasons. The employee preference factor accounts for 9% of the impact on employee turnover. Employee preference refers to employee satisfaction, which is elaborated in the questionnaire section. An interviewee pointed out: «The daily work tasks of Hengtong Logistics Co., Ltd. employees are very complicated. Once a shopping platform holds a promotional activity, the workload exceeds the normal level, and the location of the logistics company's business outlets is not very convenient for transportation, so some employees cannot go home every day. Even some employees can only go home once every two weeks. With limited rest time and long working hours, employees' work enthusiasm decreases. Therefore, Hengtong Logistics Co., Ltd. should

satisfy employees' rest needs and even provide one day of leave regularly to improve employee satisfaction». In addition, when Hengtong Logistics Co., Ltd. sets up business outlets, it should choose locations that are convenient for transportation or closer to employees' homes to facilitate their return home, thereby reducing employee turnover to a certain extent.

The impact of the COVID-19 pandemic. Due to the impact of the COVID-19 pandemic, there has been a huge impact on the national economy, with large logistics companies such as Hengtong Logistics Co., Ltd. being severely affected. Since the outbreak of the pandemic three years ago, the development of the company has been restricted, and the revenue situation has been poor. Human resource management has also faced severe challenges. The most direct impact of the COVID-19 pandemic on the human resource allocation of enterprises is that it has led to a decrease in personnel mobility. In order to reduce the probability of COVID-19 transmission and block the spread of the pandemic, many people have been restricted at home and unable to carry out offline work. Meanwhile, with the development of networked information, job seekers and enterprises are likely to use online methods for recruitment. In addition, staff training has also been transformed into an online mode. A survey shows that nearly 74% of companies nationwide have increased their online training time, and employee training assessment has also changed to an online mode. On the other hand, the performance management process is also gradually becoming networked. To construct a dynamic performance management process, we need to reach a consensus with enterprise employees and assist them in achieving their goals. Under the influence of the pandemic, the transformation of the dynamic performance management process to the online mode has affected communication, coaching, and inspection. On the other hand, under the impact of the pandemic, not only has enterprise management been affected, but employee pressure has also increased. Hengtong Logistics Co., Ltd., due to its logistics business operations, has expanded its business scope to different provinces over many years of development. Under the influence of the pandemic, different regions face different epidemic risks, implement different control and static management policies, and often, when one place is under control, other logistics routes will be affected to varying degrees.

When a large transfer station is under control, it will cause other transportation chains to be interrupted, and employee work will be affected. When the work is intermittent, it can lead to an increase in internal competition, and a decrease in work time will directly affect employees' income levels and the quality of their original lives. In addition, the increase in uncertain factors caused by the pandemic has made the business fluctuations of Hengtong Logistics Co., Ltd. very large. The company faces enormous survival pressure and will adopt the means of layoffs to reduce human resource costs under the premise of ensuring survival. Therefore, the risk of unemployment for frontline employees has increased significantly, and existing employees can only work overtime to improve their performance and ensure that they do not lose their jobs. In the long term, when the pandemic improves, there will be an increase in the number of employees needed. However, it is difficult to recruit skilled workers in the short term during the pandemic. When affected by the pandemic, the company will adopt the means of layoffs to reduce costs, which leads to a vicious cycle and lowers employee confidence in the company, causing the contradiction between labor shortage and employment difficulties.

Hengtong Logistics Co., Ltd. faces complex human resource allocation issues, including severe staff turnover, low employee cohesion, lack of incentive measures, impact of the pandemic, mismatch between personnel and positions, unreasonable human resource management structure, organizational mismatch, and talent shortage. These issues not only affect the company's work efficiency and service quality but also have adverse effects on the employees' work enthusiasm and work-life balance [34].

Firstly, severe staff turnover and low employee cohesion are interrelated issues. When there is a high staff turnover rate, the company's employee cohesion will also decline. Secondly, the lack of incentive measures is also one of the important reasons for staff turnover and low cohesion. The company needs to develop personalized incentive plans to improve employees' motivation and proactiveness. In addition, the impact of the pandemic is also a significant issue that Hengtong Logistics Co., Ltd. is currently facing, requiring reasonable human resource management measures to mitigate the impact. Mismatch between personnel and positions and organizational mismatch are also

important factors affecting human resource allocation. The company needs to reconsider position settings and organizational structure and make corresponding adjustments.

Lastly, talent shortage is also a crucial issue currently faced by Hengtong Logistics Co., Ltd., necessitating the strengthening of talent recruitment and development efforts to enhance the company's competitiveness and service quality.

In conclusion, Hengtong Logistics Co., Ltd. faces complex human resource allocation issues that require comprehensive measures for resolution. The company needs to develop appropriate human resource management strategies based on its own circumstances to improve employee work enthusiasm, production efficiency, and enhance the company's core competitiveness.

CHAPTER 3

IMPROVING HUMAN RESOURCES MANAGEMENT AT THE ENTERPRISE

3.1 Strengthening the institutional environment as a direction for improving labor management

Follow recruitment principles. The employee recruitment process has a significant impact on the development of enterprises. Therefore, Hengtong Logistics Co., Ltd. must adhere to necessary principles in the recruitment process. Although Hengtong Logistics Co., Ltd. has already recognized the importance of standardizing the recruitment process, it has not yet established a scientific recruitment process, resulting in certain problems in the current recruitment work. Hengtong Logistics Co., Ltd. should improve the recruitment process, optimize each step of the recruitment process, improve the matching degree of employees to positions, and ultimately provide significant human support for the healthy development of the company. When logistics companies recruit employees, in order to leave a good impression on applicants, they often hide their defects. Once the applicants are successfully recruited and enter the company, they may discover the defects of the company. In this way, new employees are likely to have negative emotions, feeling deceived, and some new employees may choose to leave directly. When new employees choose to leave during the probationary period, both the employee and the enterprise that concealed its own defects will suffer losses [35]. For job seekers, it wastes their time and energy and may even cause them to miss other recruitment activities of other enterprises. For enterprises, it not only increases the cost of employee recruitment but also does not help improve the working enthusiasm of other employees. Therefore, when organizing recruitment activities, enterprises should put themselves in the position of applicants and provide job positions matching with them. Both job seekers and recruiting enterprises should have the correct concept. Enterprise recruitment should follow three major principles: First, increase employee recruitment content in development strategies, that is, integrate corporate development with human resource management. For enterprises, they

should recruit new employees according to their development needs, that is, organize recruitment according to demand, rather than with great randomness in recruitment. The human resources management department should play its due role in recruitment work, improve the matching degree of employees to work positions, and meet the human resource needs of different positions. Second, ensure high matching degree of personnel to positions. The human resource management department should recruit personnel who match the position requirements, and the applicants can also choose the most suitable job position according to their own conditions and position requirements [36]. Third, the flexibility of positions should be high. Before organizing recruitment activities, the human resources management department should list recruitment conditions and goals based on position requirements. However, in the recruitment process, recruitment conditions cannot be rigidly imposed, but more flexible methods should be adopted. Once unforeseen events occur in the recruitment process, more flexible handling is needed.

Establish a system. From the current perspective, Hengtong Logistics Co., Ltd. does not attach great importance to the importance of talent introduction, leading to many problems in employee recruitment. The company should first understand the personality preferences of applicants, test the compatibility of their personality and job positions. The main purpose of this is to stimulate the enthusiasm of employees. If the compatibility between the personality and the job position is high, the employee turnover rate will be relatively low. However, for most logistics companies, when recruiting employees, they still mainly rely on the certificates provided by the applicants' graduation schools and various honor certificates provided by applicants. Although these certificate materials can reflect the comprehensive qualities, personality preferences and other information of applicants, they cannot fully reflect all the information of applicants. Therefore, the enterprise should add more indicators and strive to understand applicants from multiple aspects.

Recruitment process. The recruitment process of Hengtong Logistics Co., Ltd. needs to be further optimized. The entire recruitment process can be divided into the pre-recruitment stage, recruitment stage, and post-recruitment stage. The company should summarize the job requirements and formulate a job recruitment plan in the pre-

recruitment stage to ensure that each job position has a clear recruitment plan, and the recruitment plan should specifically write out the specific requirements of different job positions for employees. In the recruitment stage, the company should organize written examinations and interviews separately, especially in the interview process, from different angles to test the various abilities of applicants to ensure that the compatibility between the applicant and the job position is high [36]. In this way, the logistics enterprise can select the best talent. In the recruitment process, the logistics enterprise should also test whether the applicants have the ability to control the overall situation and the ability to respond to risks. Whether the applicant has the above-mentioned abilities directly affects whether this person can propose strategic suggestions for the company's development and whether they can propose reasonable and effective risk response strategies. In the interview process, the enterprise should focus on the applicant's values, expression abilities, and can involve knowledge in multiple fields such as psychology and logistics [37]. The interview questions should have a strong purpose and professionalism and can be related to logistics expertise or introduce the applicant's basic situation and future development prospects. The way of organizing interviews is not unique, and appropriate interview methods can be used according to specific job requirements, such as excellent employees with outstanding professional abilities serving as interviewers, or management personnel organizing interviews. This not only helps eliminate the nervous psychological state of applicants but also easily creates a good impression of the enterprise on the applicants. After the applicant passes the interview, they can complete their entry procedures, and personnel from the comprehensive department should introduce the company's rules and regulations to the new recruits in advance, helping them adapt to the job position in the shortest time possible and thus eliminating the possibility of new employees developing thoughts of leaving [38]. The specific recruitment process is shown in figure 3.1.

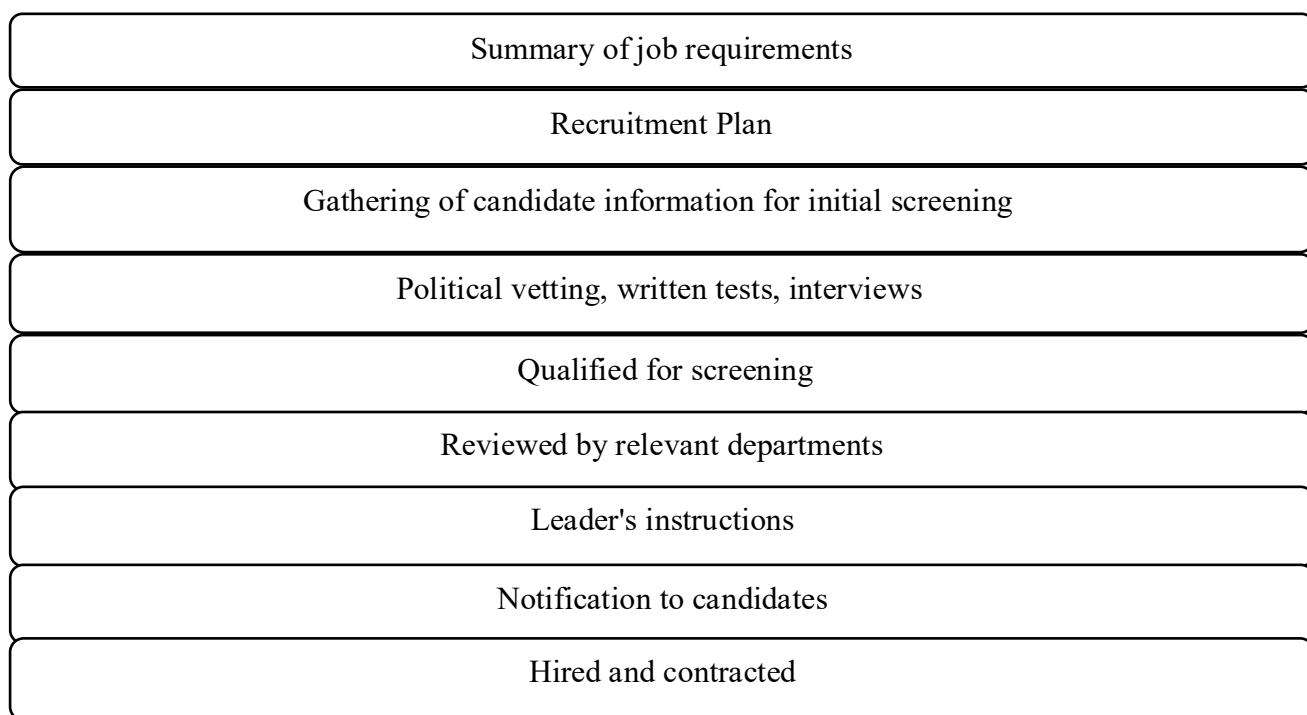


Figure 3.1.—The process of selecting labor resources at the enterprise

**Source: compiled by the author.*

In conclusion, enterprises should attach great importance to the employee recruitment process. Not only should the recruitment process be rationalized, but also a comprehensive analysis of factors such as applicant qualifications, job requirements, and the matching degree between applicants and positions should be conducted to ensure the optimal level of alignment between employees and positions. This will effectively eliminate the main factors leading to employee turnover.

According to the Porter-Lawler motivation model, motivation issues involve multiple factors that are relatively complex [39]. However, the comprehensive motivation theory integrates various motivation theories and fully considers both internal and external factors, thus providing a detailed and systematic description of the motivation process. This approach can more comprehensively explain human behavior and make up for the shortcomings of different motivation theories. Therefore, it is necessary to strengthen the incentive system of Hengtong Logistics Co., Ltd.

In fact, in recent years, China's overall economic development has been fast, and people's material living standards have greatly improved, which has greatly promoted the development of the logistics industry. Under the current social conditions, the needs of

logistics company employees are not only reflected in the level of salary and benefits but also in other aspects. Based on this, logistics companies should establish a multi-level salary distribution system to meet the diverse needs of employees.

To establish a multi-level salary distribution system, companies must first accurately grasp their development status and understand their business revenue and profit. This is a prerequisite for setting up a salary system. Furthermore, companies must try their best to protect the interests of employees and increase their happiness index, so that they have a strong sense of identification and belongingness to the company, which will encourage them to work with a more positive attitude [40]. Companies should not only provide necessary salary and benefits but also improve employees' other welfare benefits, such as distributing bonuses on holidays or providing vacation opportunities. Additionally, companies can send birthday blessings to employees on their birthday, which can effectively improve employee satisfaction.

Clarify goals. As a company develops, both job requirements and job value will undergo certain changes. Human resource management teams should adjust compensation schemes promptly based on specific job objectives and conditions while adhering to the differentiation principle. The aim is to motivate employees to invest more enthusiasm into their work and to make a greater contribution to the enterprise. When formulating compensation systems, companies should also follow the principle of diversification, because even employees in the same job position can produce different results. The compensation distribution process should reflect diverse principles and adopt flexible and diverse compensation distribution methods based on employee task completion [41]. Logistic companies should also integrate performance evaluations with compensation distribution and offer additional incentives to employees who achieve outstanding results through fair and reasonable performance evaluations. In short, logistic companies should make full use of the role of performance evaluations to optimize employee engagement and reduce the possibility of employee turnover.

Establish a system for the distribution of efficient wage. When logistics companies distribute compensation, they should reflect differences, with excellent performing employees receiving more rewards in compensation distribution to encourage them to

make a greater contribution to the enterprise [42]. In fact, all the efforts that employees make ultimately aim to receive the corresponding compensation. Although compensation is not the decisive factor for whether employees leave or not, it can influence their choices to a certain extent. Therefore, enterprises should reasonably increase the salaries of their employees and offer rewards to those who exhibit remarkable performance. Many college graduates tend to choose foreign-funded enterprises as their workplaces because these companies have more mature compensation distribution and incentive systems that can significantly impact a company's future development. Generally speaking, there is a close relationship between compensation levels and enterprise costs. If a company sets higher compensation levels, its costs will proportionally increase, while a lower compensation level can reduce its costs. The aim should be to maintain a balance between the company's costs and compensation levels to encourage employees' working enthusiasm with compensation incentives while allowing them to realize personal benefits as well as the enterprise's development [42]. Companies cannot adopt a «one-size-fits-all» compensation distribution approach and should never give the same reward to all employees. This practice may appear fair but will ultimately reduce employee motivation. When designing compensation incentive systems, companies should also consider their corporate culture and effectively link the two to promote corporate development. For example, Huawei offers its core employees stock incentives, and they receive dividends from the shares they own at year-end.

Management thinking is constantly improving. The concept of performance-based pay management has not been introduced to China for a long time, and it is currently impossible to prove that it is suitable for Chinese enterprises. We cannot simply copy foreign management theories, but should develop a compensation management model suitable for Chinese enterprises based on foreign management theories and the actual situation in China. Scientific compensation management not only helps to stimulate employee motivation but also promotes the development of the company. Human resources plays a very important role in the development of enterprises [43]. Therefore, companies must establish a sound compensation distribution system, improve human resource management levels, and achieve healthy development.

Strengthening the application of performance results. Hengtong Logistics Co., Ltd. has set up indoor and outdoor posts with significant differences in job nature. Indoor employees need to develop performance target plans for the next year in advance, and managers are responsible for modifying and ultimately determining the plan for indoor employees. Indoor employees complete various work tasks based on the plan, and any extra work tasks can also be included in the performance assessment to explore employee potential. Outdoor employees' work tasks are generally more intuitive and quantifiable, so intuitive methods are usually used to assess their performance [44]. The company will issue performance pay to employees based on their performance assessment results at the end of the year. It is worth noting that the company should not be one-sided in the performance assessment of employees, but should assess employees from different perspectives to obtain more objective and accurate results. Improve the salary incentive system the summary

Directions for improvement of the system of incentivization of earnings are shown in figure 3.2.

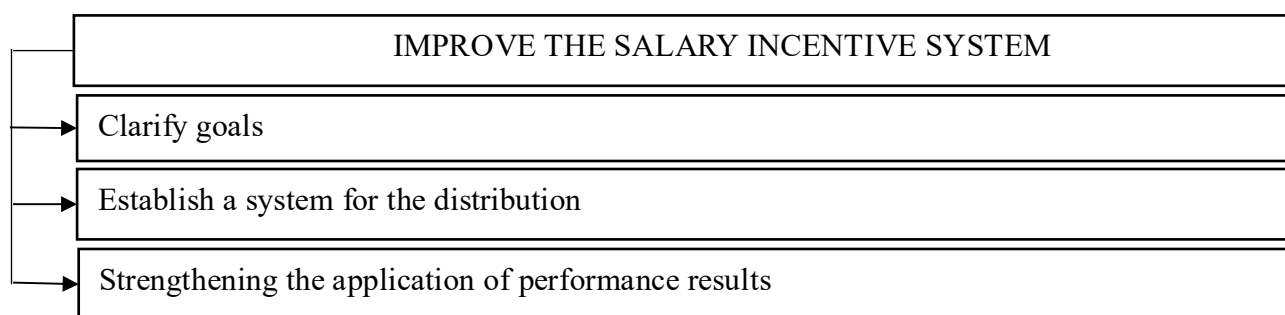


Figure 3.2 - Improve the salary incentive system

**Source: compiled by the author.*

In summary, companies need to attach importance to human resource management, develop a sound compensation distribution system, ensure that compensation distribution plays the necessary stimulating role. Conversely, if the compensation distribution system is unreasonable, employees are prone to negative psychological emotions, which reduces company satisfaction and may even lead to resignation.

Planning one's professional career.

According to Maslow's hierarchy of needs theory, various human needs can be divided into five different levels in order of ascending importance: physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs. Once a need in a certain level is satisfied, it no longer serves as an incentive for the individual, but at the same time, new needs of a higher level emerge and provide a new incentive. Therefore, after meeting the basic needs of employees, the satisfaction of self-actualization needs becomes particularly important [45]. To do so, it is necessary to strengthen employees' personal career planning and use it to satisfy their self-actualization needs.

Emphasis on career planning.

As mentioned earlier, salary and compensation factors have the greatest impact on employee turnover, while career planning factors can also significantly affect employee retention rates. Hengtong Logistics Co., Ltd. has a very narrow channel for job advancement, with less than 5% of employees promoted, and the unreasonable promotion method has greatly affected employees' work enthusiasm, with some even considering resigning from the company. From a training perspective, Hengtong Logistics Co., Ltd. is particularly focused on the training of newly hired employees but does not provide regular training opportunities for employees. In recent years, the logistics industry has developed rapidly, and employees need to constantly learn and improve their professional skills through various channels to meet the company's development needs. If training is not given due importance, employees' work skills may not improve, which can also affect the company's future development. Additionally, employees can easily become complacent once they are familiar with their work. If they are not forced to improve their work skills through training, they may not be able to perform their original job positions at some point in the future. If job advancement channels are too narrow, employees may feel hopeless about promotions, resulting in negative psychological emotions, which is also not conducive to the company's development [46]. In fact, Hengtong Logistics Co., Ltd. has previously lost many excellent management and technical talents due to this issue, so it is necessary to broaden job advancement channels, improve the existing job

promotion system, and use job advancement to stimulate employee work enthusiasm.

1. Strengthen career planning guidance. Many companies in China do not fully recognize the importance of guiding employees in career planning, and even if some companies realize this, they do not genuinely provide assistance to employees. Therefore, Hengtong Logistics Co., Ltd. should provide career planning guidance for employees, establish a job rotation system, and provide business guidance for employees in different positions. This will help employees develop a deeper understanding of their own capabilities and the requirements of different positions, thereby making greater contributions to the company.

2. Provide career advancement channels. The company should establish a scientific and sound system for job promotion, setting different promotion criteria for different positions. Employees can achieve job promotion through two channels. For example, the promotion criteria for professional and technical employees mainly focus on the technical field, requiring them to possess advanced professional skills and good innovation ability, while also accumulating certain work experience. Employees who lack any of these conditions cannot meet the job promotion standards. The areas of emphasis for career planning are summarized in the figure below 3.3.

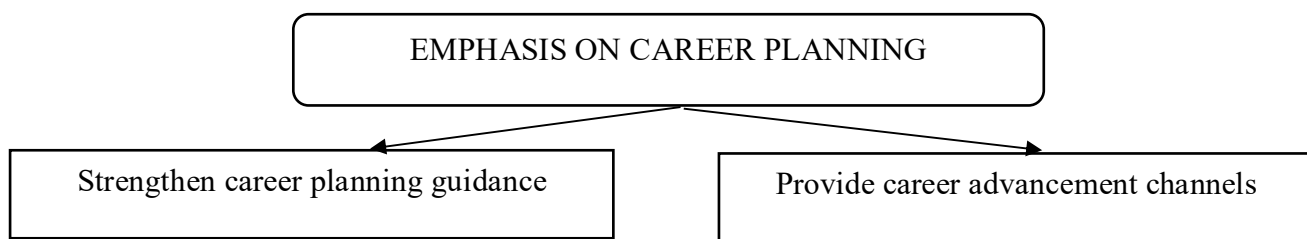


Figure 3.3 –Emphasis on career planning

**Source: compiled by the author.*

Enhanced staff training

Although Hengtong Logistics Co., Ltd. has organized some training activities, the overall training volume is low, and the content and effectiveness of the training are not satisfactory. The company only focuses on providing training opportunities for new employees, mainly conducting pre-employment training, while neglecting regular

training for existing employees. Furthermore, the company has not established a comprehensive training system. Therefore, the company should make improvements in training, optimize the training system, and improve the training effectiveness.

1. Initial training for new employees. Hengtong Logistics Co., Ltd. provides pre-employment training for newly hired employees, which includes two categories: systematic basic training and professional skills training. The basic training includes introducing the company's development history, corporate culture, salary distribution system, performance evaluation program, etc., helping new employees understand the company and the logistics industry in a short period of time. However, I believe that safety management content should be added to the existing basic training to guide employees in developing a good safety awareness. The content of professional skills training varies depending on different job positions. On the one hand, it introduces daily work experience to the trainees, and on the other hand, it emphasizes the integration of theoretical learning and practical operations, enhancing the trainees' practical skills.

2. On-the-job training for existing employees. Hengtong Logistics Co., Ltd. should hold regular training activities for formal employees to improve their professional or management level. Formal employees can participate in training to enhance their professional skills after completing their job tasks. It should be noted that the company should include the results of employee participation in training in the assessment scope to increase the importance attached to training. The training methods include short-term and long-term training. Short-term training is mainly used for inter-personal and business training [47]. The company mainly provides skill training for grassroots employees, and the professional level of skill training is relatively high. Therefore, it is necessary to link training results with trainees' salaries to increase trainee participation.

3. Establish a scientific training assessment mechanism. Hengtong Logistics Co., Ltd. should set different training systems according to different job requirements. The assessment results should be included in the performance evaluation. Employees who perform outstandingly in training can obtain excellent assessment levels and receive more material rewards to stimulate their enthusiasm for training. In addition, Hengtong Logistics Co., Ltd. should also establish a comprehensive training feedback mechanism.

Employees can provide feedback on their understanding and opinions of the training to the training organizers, providing important guidance for timely adjustment of training content [48]. Areas of enhanced training as a way to improve the management process are shown in the figure 3.4.

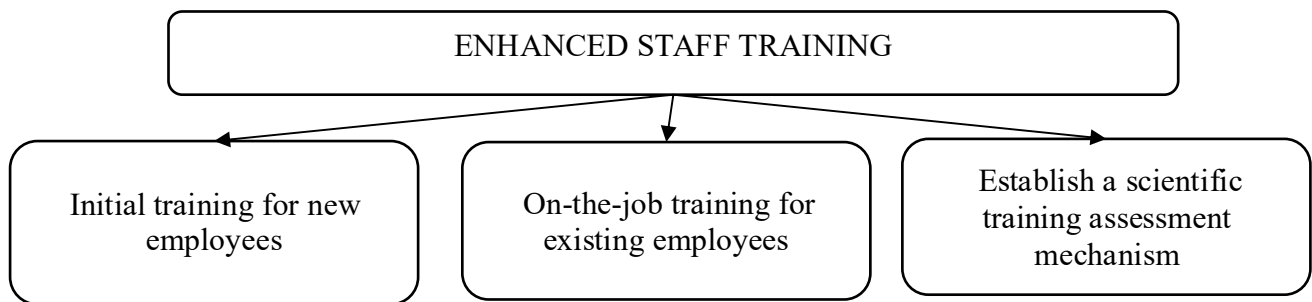


Figure 3.4–Enhanced staff training

**Source: compiled by the author.*

These areas of strengthening the institutional environment will contribute to the improvement of the labor management process.

3.2 Ensuring fair and reasonable remuneration packages for employees

The analysis of the reasons for employee turnover in Hengtong Logistics Co., Ltd. shows that the low salary level and rigid enterprise performance evaluation system in the transit center are the main factors leading to employee turnover. Therefore, accelerating the reform of the company's salary and performance evaluation system and realizing a proportional distribution of employee salaries with their actual labor input is the top priority for the company to retain employees at this stage [49].

Ensuring reasonable remuneration packages.

Through the analysis of the causes of employee turnover in Hengtong Logistics Co., Ltd., it is known that most of the employees in the transit center are dissatisfied with the existing salary system. Therefore, the transit center needs to adjust and optimize the existing compensation system, appropriately increase the salary level, and make the salary proportional to the actual labor input of employees, in order to solve this problem

smoothly. Objectively, the design of a company's compensation system plays a critical role in the smooth and efficient operation of the enterprise. A scientific compensation system can maximize employee potential and improve company efficiency, thus improving employee salaries and benefits. It also links the interests of the enterprise and the individual employees closely, encouraging them to contribute the most significant effort to accelerate the realization of the company's strategic goals and establish its competitive position [50].

The equity theory believes that fairness belongs to the category of incentive factors because employees not only value absolute income but also relative income. Employees compare their income with others'. Therefore, Hengtong Logistics Co., Ltd. can try the following three methods to realize the rationality of salary performance evaluation:

1. Increasing the salary ceiling for seniority wages

The salary model of Hengtong Logistics Co., Ltd. is «basic salary + bonus salary + subsidy salary», and the subsidy salary includes accommodation subsidy + meal subsidy + night shift subsidy + seniority subsidy + high temperature/warmth subsidy [51]. Among them, the «seniority subsidy» is currently capped at 1000 yuan in Hengtong Logistics Co., Ltd., which means that for every year of work, the seniority increases by one year, and the «subsidy salary» increases by 200 yuan per month, which increases year by year. However, the upper limit is 1000 yuan. In other words, the seniority wage of employees does not increase after working for five years in the enterprise. This will to a certain extent discourage the enthusiasm of old employees to work. These employees have been working in the enterprise for some time and are relatively familiar with the enterprise situation and have accumulated some work experience. Objectively, they can improve work efficiency and create greater value for the enterprise. If the existing salary ceiling for seniority wages is adjusted upward, it will undoubtedly satisfy their inner needs, recognize their self-worth, and then motivate them to continue to work hard for the development of the enterprise, so they will not easily choose to resign. It will also provide more motivation for those employees who were originally planning to take the full seniority wage to slack off, to strive for improvement. At the same time, increasing the salary ceiling for seniority wages is also a stimulus for new employees, which can

stabilize their emotions, settle down to work and achieve a stable workforce for the enterprise to avoid employee turnover [52].

2. Appropriate equity incentives

Currently, many companies link their interests with employees' personal benefits by granting a certain amount of equity, making both parties a community of shared interests. This motivates employees to work hard and create value. In addition, stock options in enterprises often have a waiting period. Once an employee leaves the company in which they hold stocks, their unvested stock options will be affected. This to some extent makes employees think twice about leaving, thus achieving the goal of stabilizing the workforce. However, equity incentives are typically applicable to middle and senior managers of certain companies. It may seem unrealistic to apply this equity incentive method to the grassroots employees of Hengtong Logistics Co., Ltd., who make up the majority. However, in order to quickly reverse the high employee turnover situation in the transit center, it is worth trying to appropriately adopt equity incentives. The company can select a certain number of outstanding grassroots employees and provide them with incentives through equity incentives, creating a demonstration effect to both retain the employees themselves and influence other employees [53]. This enables employees to see hope, strengthen their confidence, and give up the idea of leaving, thereby staying in the company and working hard to create more benefits for the enterprise.

3. Improving the performance evaluation system

The purpose of establishing a performance evaluation system in a company is to better motivate employees' enthusiasm and creativity, and to form a fair competitive corporate atmosphere. According to the analysis of the causes of employee turnover in the logistics company in Chapter 2, the current performance evaluation system in the transit center focuses solely on employees' work data, neglecting their actual work performance, which makes the evaluation system rigid and inflexible. Employees often increase their workload in order to improve their performance data, refrain from taking leave when needed, and over time, this can have a significant impact on their mental and physical health and lead to a tendency to leave the company. The current transit center should focus on reality and implement a KPI floating quantification system during the

off-peak seasons in the logistics industry to reduce the performance difficulties caused by insufficient cargo volume during low seasons. Additionally, the current situation where employees' performance evaluations are affected due to temporary absence from the company for reasons such as marriage or annual leave needs to be changed. For example, the establishment of a performance level freeze system can temporarily freeze the performance rating of employees when they are on temporary leave due to marriage or annual leave, and it can be lifted upon their return. The corresponding KPI indicators for the current performance evaluation level will be determined based on their return date to the company. The figure 3.5 shows the provision of reasonable reward packages.

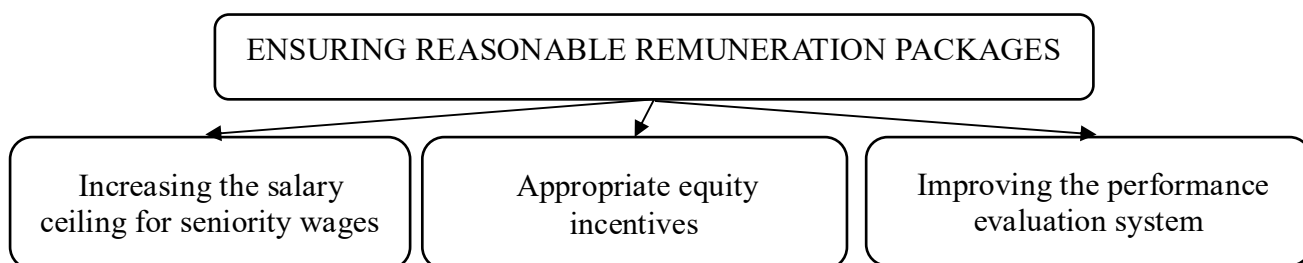


Figure 3.5 – Ensuring reasonable remuneration packages

**Source: compiled by the author.*

Safeguarding the fairness of the income of employees in the enterprise

The equity theory suggests that once employees feel they are being treated unfairly, they will immediately adjust their work behavior to achieve a sense of balance. Ensuring fair income distribution among company employees not only requires corresponding reforms to performance assessment systems but also requires employee recognition and acceptance of the fairness of the income distribution model. Based on the equity theory, when a person achieves results and receives rewards, they are not only concerned with the absolute amount of the reward but also the relative amount. Therefore, Hengtong Logistics Co., Ltd. needs to pay attention to this aspect and can try to improve in the following two measures.

1. Clarify different positions' contribution: Hengtong Logistics Co. Ltd. can strengthen training, publicity, and education to help employees find their role positioning, understand the value of different positions and the role they play in the operation of the

enterprise, understand the relationship between personal investment and the value output of the enterprise, that is, the individual's contribution to the enterprise value, so that employees have a relatively objective understanding of their salary for their work position. Only when each employee understands the value of their own position and has a clear understanding of their own role in the company, will they accept the absolute amount of their current income, reduce differences in salary among different positions, and have a relative sense of fairness. Therefore, the HR department of the logistics center can consciously reinforce the explanation during daily training and publicity, so that employees can have a clear understanding of their work positions and the roles they play in the company and thus recognize the salary they receive for their work position.

2. Visualize the same positions' performance: Based on different work characteristics of various positions in Hengtong Logistics Co. Ltd., the HR department of the logistics center can make as detailed performance indicators as possible and quantify and compare them in public, making performance transparent and visible among positions, so that employees can fully understand the relative amount of their own income and recognize and accept their salary calculation results, dispelling doubts about the different salaries among different positions. The ways to ensure fairness of employees' incomes at the enterprise are shown in figure 3.6.

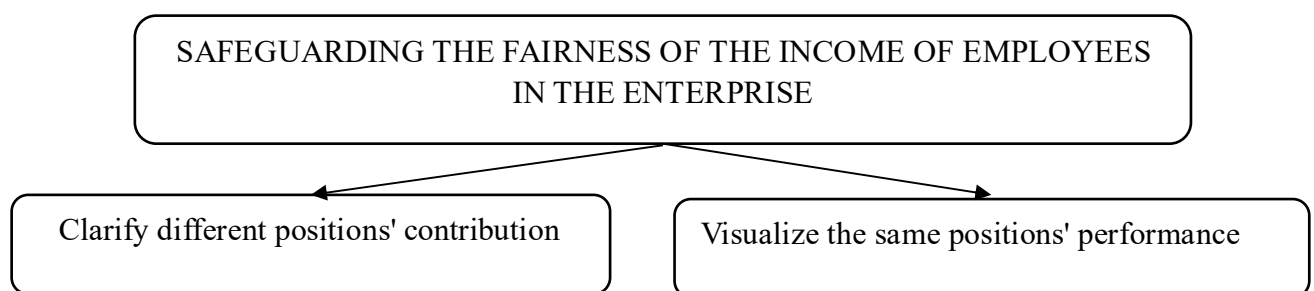


Figure 3.6 - Safeguarding the fairness of the income of employees in the enterprise

**Source: compiled by the author.*

Maintaining Employee Life-Work Balance

Based on the analysis of the previous survey results, it was found that achieving a balance between personal life and work is a crucial factor in employee retention. As China

is gradually entering an aging society, there is a relative shortage of labor force, and labor costs are rapidly increasing. Consequently, employees have higher expectations for their job positions.

For Hengtong Logistics Co., Ltd., they previously did not pay much attention to the relationship between balancing employees' personal life and work, especially during special periods where promotions are conducted on shopping platforms. Employees face high work pressure, limited rest time, extended working hours, and doubled workloads, leading to a high turnover rate. Therefore, Hengtong Logistics Co., Ltd. needs to focus on two key aspects:

1. Reasonable work schedule arrangements. Business managers need to ensure employees' rest time and avoid prolonging their working hours. During periods of increased workload, the company should offer additional incentives, such as bonuses or paid time off, to recognize employees' efforts.

2. Ensuring employee-job fit. Through analyzing the survey data, it was found that many employees are unwilling to take on tasks outside their job duties. Therefore, the company needs to strictly implement job description and responsibility policies, requiring employees to complete their job tasks according to the required standards. After successfully completing their tasks, employees can pursue a higher quality of life. The ways of maintaining a balance between personal life and work are summarized in figure 3.7.

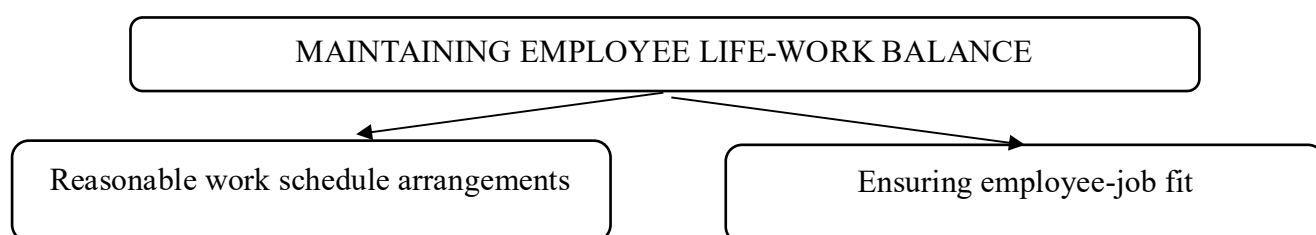


Figure 3.7–Maintaining employee life-work balance

**Source: compiled by the author.*

Balancing work and personal life can significantly impact employee turnover rates. Therefore, companies must pay attention to this factor, maintain a relative balancing state between employees' personal life and work, and reduce employee turnover rates.

3.3 Improvement of the labor management process

The efficient operation of a company relies on the quantity and quality of available employees. The key to optimizing human resource allocation in Hengtong Logistics Co., Ltd. lies in the construction of a core human resource team. Currently, the overall status of human resources in Hengtong Logistics Co., Ltd. is characterized by low academic qualifications, an old age structure, a low match between employees and positions, and a relatively high turnover rate. Therefore, in order to successfully optimize human resource allocation and achieve the goal of reasonable human resource allocation in Hengtong Logistics Co., Ltd., human resources should be fully guaranteed. It mainly includes the following points.

Establish a scientific "external recruitment" system. Compared to the pre-pandemic period, the personnel needs of Hengtong Logistics Co., Ltd. have changed during the post-pandemic period, so it is urgent to recruit a large number of personnel to ensure the smooth progress of optimizing human resource allocation. When optimizing human resource allocation, a series of careful plans need to be made to ensure the quantity and quality of recruited talents. First, in the early stage of talent recruitment, the human resource allocation optimization support management department of Hengtong Logistics Co., Ltd. should fully understand the needs of the enterprise and various departments, determine the actual needs of the positions, and then prepare a recruitment plan; in the recruitment stage, it should properly screen candidates based on job requirements and employment standards; during the screening process, full consideration should be given to factors such as candidates' backgrounds, initial interviews, second interviews, and physical examinations, and the best candidates who meet the job requirements should be selected. At the same time, for talents urgently needed by the company, higher subsidy policies should be provided to outstanding talents who meet the job requirements. The

subsidy methods can include salary subsidies, housing subsidies, and other methods. In the post-pandemic era, people's travel is still restricted, and it is relatively difficult to complete talent recruitment through a single on-site method. When recruiting talents, a combination of offline and online recruitment models should be adopted, and with the help of the multi-channel recruitment methods of headhunting companies, high-quality talent matching the positions should be attracted to join the team.

Based on the current situation of human resources in Hengtong Logistics Co., Ltd., the overall goal of this section is to effectively address the current issues in human resources, establish a high-quality and skilled team of employees, continuously enhance the company's core competitiveness, and promote the company's leapfrog development. In formulating a human resource optimization plan, the following principles should be followed to ensure its scientific nature and operability:

1. Principle of fair competition. The principle of fair competition encompasses two aspects. One is the principle of fairness, which means that in the process of optimizing human resource allocation, it is necessary to adhere to relevant regulations such as laws and regulations, ensuring that employees have exactly the same employment conditions, assessment rules, and employment opportunities in the position competition. On the basis of maintaining fairness, appropriate and healthy competition should be maintained. Only by adhering to the principle of fair competition can the company select truly capable talents and ensure healthy development. The other is the principle of competition, which can only be generated in a healthy competitive atmosphere based on fairness. Competition can motivate employees to improve their personal qualities and performance levels, thus bringing greater benefits to the company. Therefore, in the process of optimizing human resource allocation, we should focus on stimulating employees' enthusiasm and creativity, allowing them to grow and progress through competition.

2. Principle of correspondence between energy levels. Energy level, as a way of hierarchical division within a system, mainly constitutes the order and hierarchy based on the size of individual energy within the system. The introduction of the principle of energy correspondence in the process of optimizing human resource allocation is mainly reflected in the matching between personnel and positions. The matching of individual

abilities with job positions is a prerequisite for achieving optimal human resource allocation. A stable energy level structure in a company should resemble a pyramid shape, with the number of people decreasing from the bottom to the top. Therefore, in the process of human resource allocation, the structure must be reasonable, meaning that the staffing of positions must achieve a correspondence in energy levels, satisfying the corresponding level of ability. At the same time, special skills of employees should also be fully considered to achieve a match between personal abilities and job responsibilities.

3. Principle of maximizing strengths and minimizing weaknesses. Different employees at different levels in a company vary in terms of their skills and abilities. Therefore, in optimizing human resource allocation, we should fully consider factors such as employees' educational background, age, gender, personality, and professional expertise. We should classify employees according to different energy levels, emphasize the matching between employees and positions, and ensure that employees' weaknesses can be avoided and their strengths maximized in specific positions.

4. Principle of dynamic adjustment. When conducting human resource allocation, dynamic adjustment should be implemented. We should constantly adjust according to employees' individual abilities, adaptability, organizational structure, and job demands. Only by continuously adjusting employees and positions in response to changes in various factors can we achieve sustained optimization of human resource allocation and constantly meet the development needs of the company.

5. Principle of strategic orientation. Take strategic goals as the starting point for the organizational structure design of Hengtong Logistics Co., Ltd. Based on the company's current organizational structure, carry out a more systematic, scientific, and rigorous optimization and integration. After the completion of the optimization and integration of the organizational structure design of Hengtong Logistics Co., Ltd., it should enable the company's organizational structure to achieve its ultimate form that can realize the established strategic goals. Figure 3.8 visualizes the ways in which the scientific system of “external recruitment” can be implemented.

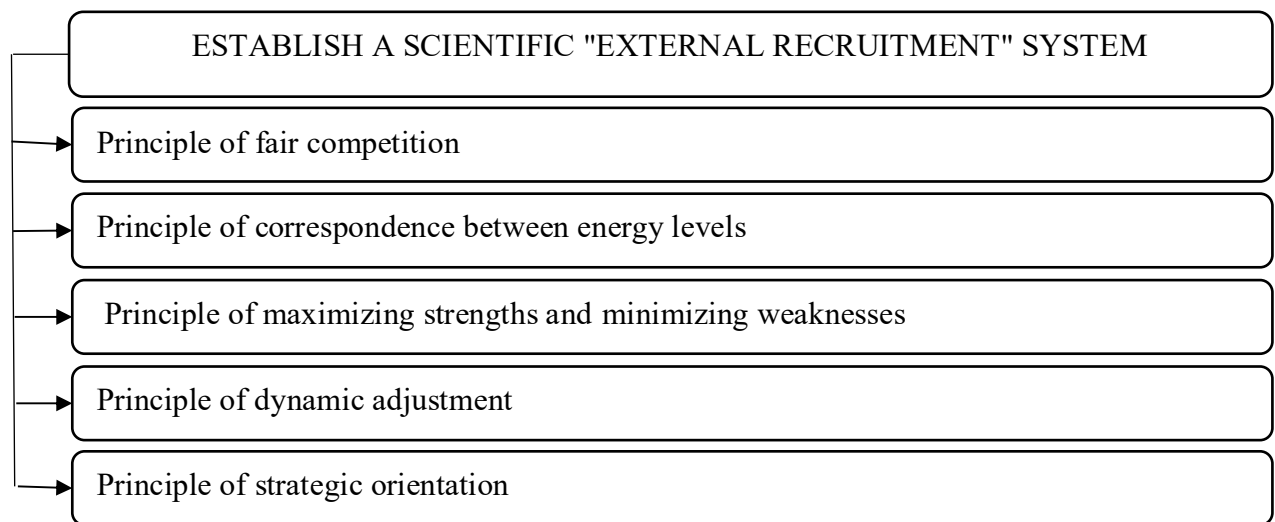


Figure 3.8 –Establish a scientific "external recruitment" system

**Source: compiled by the author.*

Optimizing Organizational Structure: In the organizational structure of express delivery companies, there are inevitably some overlaps in functions among different departments, especially in parts of the workflow where there are intersections. For example, in Hengtong Logistics Co., Ltd., both the operation department and the quality management department need to pay attention to cargo safety and quality control. The marketing department and the customer service department both need to communicate and interact with customers. Multiple departments have similar functions and work content, leading to unclear responsibilities and executing the same work tasks, resulting in duplicate execution of the same work, wasting the company's human resources and time costs, and significantly reducing work efficiency. In addition, in the organizational structure of Hengtong Logistics Co., Ltd., there are vacuum zones where the job responsibilities between two departments are not clear, and there is a blank area of work scope without a clear department or personnel to take on the work in that area. For instance, there is a lack of clarity in the job responsibilities of sales and promotional activities between the company's marketing department and sales department. Similarly, between sales personnel and customer service personnel, there are unclear job responsibilities for customer relationship management. Moreover, in express delivery companies operating in multiple regions, there are also vacuum zones between regions,

where there are unclear job responsibilities in areas such as operational management and marketing promotion between different regions.

Restructuring the organizational structure. One of the significant causes of the crossover issues among departments in Hengtong Logistics Co., Ltd. is the incomplete design of the organizational structure. The founders did not conduct a comprehensive and systematic study and understanding of the company's work, resulting in a simple organizational structure design with blurred boundaries and even vacuum zones in Hengtong Logistics Co., Ltd. To solve the issue of departmental crossover in Hengtong Logistics Co., Ltd., it is necessary to fundamentally address the overlap of functional responsibilities. In terms of optimizing the company's organizational structure, it is necessary to comprehensively optimize and integrate all job positions and functional departments' organizational structures based on job analysis. According to the theory of enterprise organizational systems, an enterprise organization is a vast system that requires comprehensive consideration of the responsibilities, authorities, and boundaries of each job function. The focus should be on optimizing the design of the enterprise organizational structure based on the company's actual development, work content, and future development plans to develop an organizational structure framework that meets the needs of Hengtong Logistics Co., Ltd. In addition, during the process of optimizing the organizational structure design, it is necessary to combine the company's development policies, planning directions, and strategic goals, and conduct scientific, reasonable, and rigorous research and analysis.

Delineating job responsibilities has increasingly gained attention and resources in modern company organizational management. The basic idea of job analysis is to conduct a comprehensive understanding and research of all labor positions and functional organizations within the company, and then provide a unified description of the job's functional responsibilities, content processes, performance indicators, and other aspects. It also analyzes the requirements for suitable personnel for the position, including qualities, skills, academic knowledge, and other related workplace requirements. This work has become the foundation for the company to carry out organizational structure construction management.

For the process of implementing job analysis in Hengtong Logistics Co., Ltd., it is necessary to select reasonable research methods and tools based on the company's actual situation, such as case analysis, field visits, interviews, etc. Each method and tool has its own advantages and disadvantages, so they should be used reasonably and comprehensively to make the related work more objective, reasonable, and scientific, avoiding omissions and fundamentally solving the problem of overlapping functional responsibilities between departments. When setting up jobs, the company needs to clearly and precisely state the responsibilities of the position to avoid ambiguity and vagueness. Therefore, when developing job responsibility specifications, the responsibilities of each position should be clearly defined to reflect the company's understanding and research results of different departments' work. Based on the research and analysis results of the company's work processes, direct and concise language and precise wording should be used to standardize job responsibility specifications.

At the same time, the company also needs to consider from the perspective of overall interests, avoiding "short-sightedness" and "nearsightedness". It should not only consider the clear division of functional responsibilities between departments, but also consider the overall organizational structure. This can effectively reduce the situation of mutual blame between departments. To ensure that job responsibility specifications are unambiguous and without omissions, they can be used as evaluation criteria in subsequent conflicts. The company needs to make them as standardized and precise as possible.

Establishing communication channels. In daily operations, the company needs to strengthen its assessment requirements for employees to deal with potential abnormalities caused by unclear functional responsibilities. Such situations can have a negative impact on the company's operations, indicating deficiencies in organizational management and significant loopholes in the company's management. The process of social development has shown that for a company to achieve efficient management of its employees, it must rely on rigorous and reasonable rules and regulations.

To achieve this goal, Hengtong Logistics Co., Ltd. can establish a scientific competition mechanism and evaluation system. Through the natural law of survival of the fittest, personnel who cannot adapt or meet the company's needs will be screened out.

In addition, optimizing the information exchange channels between all departments, employees, and positions in the company is also crucial. Different organizations, departments, and employees achieve information exchange through various forms of communication. While exchanging information, emotional interactions between employees will also increase, which helps strengthen cooperation and harmony. In today's society, more and more senior managers are aware of the importance of information exchange for the sustainable development of the company. Some scholars believe that communication is an essential part of organizational management, and continuous communication will unite all employees of the company to work together. By analyzing and summarizing the causes of the company's problems, optimizing the information exchange channels between employees, creating a mutually beneficial and friendly collaboration atmosphere, encouraging cooperation and support between various organizational departments, and enhancing the company's cohesion, it can drive the company's grassroots employees to care for and help each other, ultimately achieving unity among all employees of the company.

Establishing a job division model. To address the issue of unclear functional responsibilities between departments in Hengtong Logistics Co., Ltd., the company should set up a multi-level differentiated organizational structure model based on actual conditions. A multi-level organizational structure is a form of organizational structure where the work arrangements within the organization and between different levels are relative concepts. The company can define multiple management organizations of different levels, such as top-level management, middle-level management, and grassroots management organizations, to achieve the division of functional responsibilities between departments at different levels. This can prevent situations of multi-headed or unmanned management within the company. If multiple departments overlap in operational work or have overlapping counterpart management, the company should promptly conduct a comprehensive review and investigation based on the responsibilities and functions of these departments, understand the specific situation of overlap, and replan, redesign, and integrate the human, material, and work resources of these departments to resolve the abnormal situation of work overlap. This part of the work is one of the core elements of

the company's organizational structure optimization and adjustment. To achieve the overall implementation of resource optimization, the company needs to arrange a dedicated team and set up personnel specifically responsible for communication and coordination based on actual conditions. Through this work opportunity, it is hoped that all departments of the company can increase the effective utilization of their own resources and information, thereby improving the level of organizational management of the company.

After the organizational structure adjustment, Hengtong Logistics Co., Ltd. has basically achieved a state of clear functional responsibilities and work attribution within departments. From the perspective of organizational structure "hardware," the company's functional departments have been designed, reorganized, and integrated based on the degree of work correlation. After optimization and reform, 9 functional departments will be established, with 23 subgroups under them. The setup of subgroups is also based on the analysis of specific work attributes, through design, reorganization, and integration, to achieve a state of independence in power, responsibilities, and work among different functional departments, thereby improving the operational efficiency of the organizational management system and reducing the problem of multi-headed management caused by unclear functional responsibilities. The issues of restructuring the organizational structure and optimizing the organizational structure are summarized in figure 3.9.

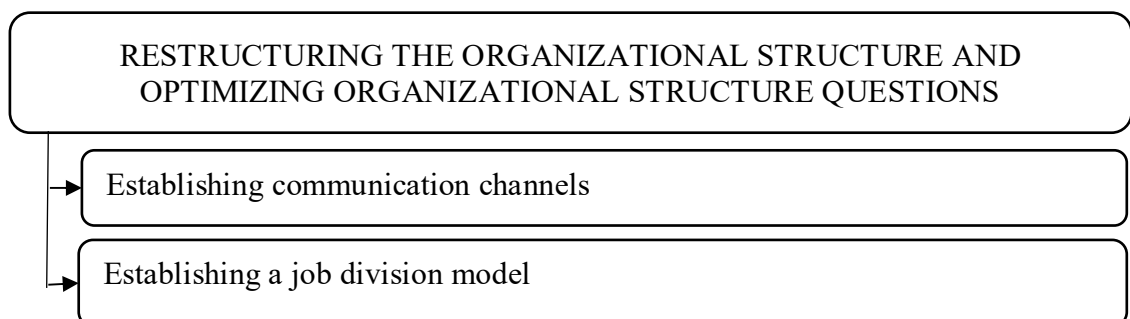


Figure 3.9 - Restructuring the organizational structure and optimizing organizational structure questions

**Source: compiled by the author.*

From the "software" perspective, the functional responsibility management system and the work business management system can also be harmoniously unified, realizing the construction of an organizational structure "software" system, further improving the overall organizational management level of Hengtong Logistics Co., Ltd. The optimized and reformed organizational structure of Hengtong Logistics Co., Ltd. is no longer a backward one where each department is self-centered with confused responsibilities and powers, or where employees prioritize personal will over the collective interests of the company, resulting in low work enthusiasm. The newly optimized organizational structure lays a solid foundation for the company's future sustainable development and provides continuous momentum.

To promote the development of Hengtong Logistics Co., Ltd., it is necessary to conduct rigorous, scientific, and reasonable planning for the enterprise's organizational structure. In recent years, organizational structure optimization has become the first significant adjustment for Hengtong Logistics Co., Ltd., with a wide coverage. To thoroughly study and analyze the organizational structure optimization plan for Hengtong Logistics Co., Ltd., based on the company's actual business operations, it can be divided into the following five stages (figure 3.10).

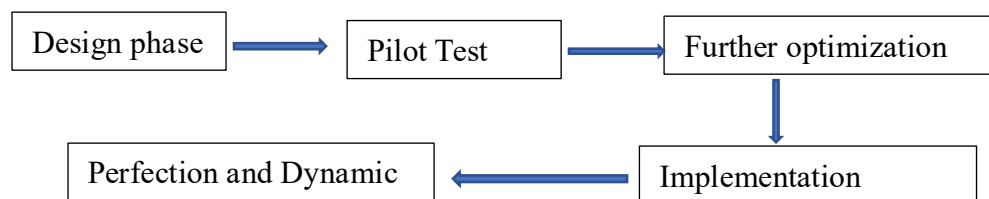


Figure 3.10 - Stages of company structure optimization Hengtong Logistics Co., Ltd.

**Source: compiled by the author.*

Design phase. During the design phase of organizational structure optimization for Hengtong Logistics Co., Ltd., first, an in-depth analysis and dissection of the internal and external influencing factors as well as the problems existing in the original structure were conducted. Subsequently, a matrix structure was chosen as the organizational

optimization plan for this phase. Next, in response to issues in the company's current management situation, suggestions and opinions from both internal and external parties were fully solicited, and a third-party management consulting agency was hired to conduct a comprehensive analysis of Hengtong Logistics Co., Ltd.'s organizational optimization management plan to obtain professional advice. Finally, through repeated research and analysis at the company's management work meetings, a consensus was reached among the management team to develop the final organizational structure optimization implementation plan.

Pilot Test. In the pilot phase of the organizational structure optimization for Hengtong Logistics Co., Ltd., the company's leadership team selects a representative new project, establishes a special optimization research work group, and implements a pilot test for an estimated duration of one year from the first year of implementation. The work group will track and report the results in real-time. The initiation phase of this pilot project needs to follow the following requirements: Firstly, the positions of the members of the special optimization research work group should be adjusted uniformly and concentrated near the manager's office. Secondly, job transfers for personal reasons are not allowed, and each member must complete the assigned tasks according to the project manager's requirements. Thirdly, the annual KPI assessment of the members of the special optimization research work group needs to be adjusted, with the project manager's evaluation weight increased to 40%, giving them equivalent authority to that of related functional department managers. Finally, it is necessary to regularly report the project progress to the superior company management, timely reporting on important milestones, significant events, issues, and challenges, while also preparing reasonable organizational optimization plans and improvement suggestions.

Further optimization. The draft organizational optimization plan developed during the initial pilot phase should be promptly reported to the management team of Hengtong Logistics Co., Ltd. The management team should discuss, study, and revise the draft to produce the first draft of the organizational structure optimization plan for Hengtong Logistics Co., Ltd. This initial draft should be announced at the company's staff assembly,

and relevant functional departments should organize communication sessions and staff training, including Q&A sessions.

Implementation. After systematic training, employee communication, and Q&A sessions, the initial draft of the organizational structure optimization plan for Hengtong Logistics Co., Ltd. has been further refined and optimized, ultimately resulting in a trial version. The Human Resources and Administrative Department will officially release the plan through the company's system and require all employees to fully and strictly implement it according to the announced trial time and implementation steps.

Perfection and Dynamic Adjustment. The trial version of the organizational structure optimization plan for Hengtong Logistics Co., Ltd. needs to be continuously improved and optimized during the implementation process. To this end, the company will arrange a management team to track and study the implementation of operational projects, conduct in-depth communication with frontline employees, identify issues, analyze their causes, and strive for continuous improvement. At the same time, the details of the trial version of the organizational structure optimization plan for Hengtong Logistics Co., Ltd. will be refined and perfected to ensure that the plan is both practical and able to fully protect the company's interests.

In optimizing the human resource allocation of Hengtong Logistics Co., Ltd., the importance of leadership and managers cannot be overstated. Their attitudes and decisions have a decisive impact on the success of the human resource allocation optimization plan. Therefore, Hengtong Logistics Co., Ltd. needs to establish a sound organizational leadership system, led by the human resources department, with the active cooperation of all employees. Each department needs to have clear division of labor, implementing work responsibilities for employees, to ensure the smooth implementation of the human resource allocation optimization plan. At the same time, Hengtong Logistics Co., Ltd. also needs to strengthen communication and exchanges with employees, encouraging them to actively provide feedback and suggestions, so that the human resource allocation optimization plan can be adjusted in time to improve its feasibility and effectiveness. In summary, only when leaders and managers actively take the lead, all employees work together, and sufficient communication and coordination are

achieved, can the long-term goal of human resource allocation optimization be achieved. The specific organizational leadership measures mainly include leadership support and organizational cooperation, with the following specific safeguard measures:

To ensure the smooth implementation of human resource allocation optimization strategies and measures, Hengtong Logistics Co., Ltd. should establish a dedicated human resource allocation optimization working group. Led by the company's chairman and secretary, the organization's members include leaders of various departments, human resources personnel, and external human resources experts. The organization should have a fixed working unit and workspace, coordinated by the human resources department, responsible for promoting various tasks related to human resource allocation optimization in Hengtong Logistics Co., Ltd. This includes formulating general principles for human resource allocation optimization, such as human resource planning processes, responsibility systems for human resource allocation optimization, specific plans, and implementation effect evaluation plans. In addition, the organization should assist departments in implementing human resource allocation optimization measures and resolving issues that arise. It should also regularly conduct evaluations of the effectiveness of human resource allocation optimization and, based on the results and employee feedback, promptly revise the human resource allocation optimization plan.

Human resource allocation optimization is a long-term task. To ensure its smooth implementation, the leadership of Hengtong Logistics Co., Ltd. should oversee and collect information throughout the entire process, and promptly address any dereliction of duty, inaction, or violations of the responsibility system. The human resource allocation optimization team is comprised of company leaders, leaders of various departments, the human resources department, and external human resources experts, with a fixed working unit and location. Primarily coordinated by the human resources department, this organization is responsible for formulating various general principles for human resource allocation optimization, including human resource planning processes, responsibility systems, specific plans, implementation effect evaluation plans, etc. It also assists departments in implementing measures and resolving issues that arise. Regular

evaluations of the effectiveness of human resource allocation optimization are conducted, and based on the results and employee feedback, the plan is promptly revised.

Meanwhile, the work promotion office needs to regularly listen to special reports on the implementation status, play a guiding and supervisory role, and promptly correct any deviations in execution according to established targets. Finally, a dynamic adjustment and optimization mechanism needs to be established to facilitate the scientific evaluation and timely adjustment of human resource allocation based on changes in company strategy, environment, employees, and other factors.

CONCLUSION

In this study, the author selected human resource management theory as the basic theory and focused on the analysis of employee turnover issues in Hengtong Logistics Co., Ltd. The purpose is to explore the main reasons causing employee turnover and propose effective solutions based on this. Through this study, the author puts forward the following three conclusions:

1. By conducting questionnaires, the author learned about the basic situation of employees, summarized common issues among employees, and proposed matching corresponding job positions based on employees' individual conditions. The study focused on analyzing the importance of different factors in the minds of employees and summarized the impact of these factors on employee turnover rate. Employee satisfaction indicators were added to the survey to provide a more comprehensive analysis of the reasons for employee turnover, so as to propose more targeted solutions.

2. The transfer center of Hengtong Logistics Co., Ltd. is currently facing a serious problem of employee turnover, and the overall employee turnover rate shows a trend of increasing year by year. This has already had a certain impact on the transfer center, mainly reflected in three aspects: enterprise operating costs, enterprise operating efficiency, and employee mindset. The seven main factors leading to employee turnover at Hengtong Logistics Co., Ltd. are currently low salary levels, rigid performance evaluation systems, poor working environments, inadequate humanistic care, limited employee promotion opportunities, unreasonable work and rest schedules, and heavy workloads. The ideal solutions to address the current employee turnover problem at Hengtong Logistics Co., Ltd. are to improve the compensation and performance system, establish a corporate culture, strengthen connections with employees, optimize employee promotion channels, improve the company's work and rest schedule, and reduce employee workload through reforms.

3. Through in-depth analysis of the main factors causing employee turnover, the author proposed four effective strategies to retain talent: First, retain talent through a sound institutional system. The company should establish a comprehensive talent

recruitment system, salary distribution system, performance appraisal system, and incentive system to stimulate employees' work enthusiasm from different angles. Second, retain talent through career planning guidance. The company should strengthen employee training, focusing on pre-job training for new employees and professional skills training for regular employees, providing guidance for employees' career planning, so that while employees realize their personal values, the company can also enhance its own competitiveness. Third, retain talent through corporate culture. Enterprises should actively create a good corporate culture to enable employees to have a strong sense of identity with the company, thereby showing greater enthusiasm in their work. Fourth, retain talent through emotional connections. Enterprises should not only make employees feel like they are part of the company and actively participate in various activities organized by the company, but also help employees maintain a relative balance between their work and personal lives, so that they are willing to make greater contributions to the company.

The human resource allocation optimization proposed in this paper is based on Hengtong Logistics Co., Ltd., but as a representative company in the logistics industry, the issues faced by Hengtong Logistics Co., Ltd. are mostly common problems in express delivery companies. Therefore, this method has certain reference and promotion significance.

In exploring the issue of employee turnover at Hengtong Logistics Co., Ltd., this study has reached some conclusions and proposed certain coping strategies. However, due to limitations in the author's theoretical knowledge and research capabilities, there are the following deficiencies:

1. Regarding the investigation of the factors leading to employee turnover, due to the small sample size of traditional exit interviews, in order to obtain sufficient data as a basis for research, this study used relevant data from the turnover registration forms provided by the company's human resources department to analyze the reasons for turnover, which has a certain degree of subjectivity.

2. The research object selected in this study is only Hengtong Logistics Co., Ltd., and other companies of similar nature have not been thoroughly investigated. At the same

time, due to limitations in the author's personal capabilities and Hengtong Logistics Co., Ltd.'s corporate information confidentiality regulations, it is not possible to compare the employee turnover situation of the company with other companies. Future research can conduct comparative analyses to further reflect the characteristics of different logistics companies.

3. Future related research can continue to focus on Hengtong Logistics Co., Ltd. and use empirical analysis methods to further explore the influencing factors of employee turnover in the company.

Foreign researchers have already begun to study the issue of employee turnover from different disciplinary perspectives, and it is believed that domestic scholars can also integrate sociology, psychology, economics, and other disciplines to conduct research on this issue in the near future. Although there are not a few domestic studies on employee turnover, few scholars have conducted interdisciplinary research. In addition, the research on employee turnover mainly stays at the theoretical level, with few empirical studies, and rarely takes into account the characteristics of the logistics industry. There must be differences in employee turnover at different stages of development for enterprises, but this study did not reflect this point. Furthermore, factors such as the nature of the company and its organizational structure, which may have an impact on employee turnover, were not mentioned in the article. Therefore, in future research, it is necessary to make up for the deficiencies of previous studies and increase the depth and breadth of research.

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