

A Summary of Research on Employee Compensation Management in Private Logistics Enterprises

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Keywords: Private logistics companies, new generation employees, salary management.

Abstract: The rapid development of the private logistics industry has brought about a dramatic increase in the number of logistics employees, thus exposing the problems in its human resources management. With the post-90s new generation of employees gradually becoming the main force of the logistics industry, and unlike the previous labor force for survival, its special and diverse salary requirements require logistics companies to formulate a set of standardized, comprehensive and complete compensation plans to increase employees. Salary satisfaction. On this basis, this study has conducted an in-depth and comprehensive understanding of the current status of the research on the salary management of employees in private logistics enterprises, and has summarized and analyzed the findings and found that the existing research results and existing deficiencies for the follow-up logistics staff compensation The study provides a theoretical basis.

1. Background

In recent years, with the rapid development of the e-commerce industry, China's logistics industry has also ushered in unprecedented rapid growth, and the development of private logistics enterprises is particularly rapid, occupying an important position in the industry. At the same time, the logistics industry is a typical human capital-intensive service industry. The performance of employees will directly affect the company's performance. Therefore, attracting and retaining excellent employees is often the key to the success of logistics companies. In the process of employee management, the issue of salary is undoubtedly one of the issues that employees value, directly linked to the survival of employees. However, the management brought about by rapid development is still in the initial stage, the degree of specialization is low, and the shortage of talents, which leads to great challenges for the sustainable development of enterprises. Among them, the employee compensation problem of logistics enterprises is particularly prominent. For example, the relatively low average salary level of logistics enterprises is difficult to attract excellent talents, the employee satisfaction is generally low, and the employee turnover rate is high. With the post-80s and post-90s employees becoming more and more the main force in the logistics industry, the distinctive characteristics of the new generation of employees have become a problem that cannot be ignored in the management process of enterprises.

2. Summary of the status quo of employee compensation in logistics enterprises

Zhou Dehui believes that different salary structures are set up for different types of positions in logistics enterprises. For example, the enterprise management layer implements a distribution system supplemented by long-term incentives and basic wages; the customs declaration implements a salary

structure based on performance-based wages and supplemented by basic wages. Professional and operational employees are based on basic wages and participate in the form of activity bonus income. At the same time, enterprises should establish a system of key performance indicators to promote the common development of organizations and individual employees through performance management.

Zhang Yijun and Lin Biao believe that the salary structure of China's logistics enterprises is rigid, the distribution equation is single, the salary is lack of incentive, the salary level is determined at random, the gap is large, the management system is imperfect, and the compensation management lacks internal fairness, which seriously affects the employees of the enterprise. Work enthusiasm and morale, resulting in reduced labor efficiency; pay management technology behind, lack of strategic and predictive. In view of the above problems, logistics enterprises should pay attention to salary survey and communication, and enhance the internal fairness of compensation; enterprise managers provide a reward and welfare system that can attract talents, motivate talents and be competitive on the basis of ensuring the rational development of enterprises; Management information system, understand salary cost information, master changes in salary incentives, improve salary management efficiency and management transparency, provide information for logistics enterprise development decision-making, and finally achieve the incentive effect of compensation management and the goal of winning talent competitive advantage.

Wang Zhaohui pointed out that in all job classifications, employees always regard wage income as the most important job indicator. For individual employees, salary determines their purchasing ability, social status and self-worth. Therefore, compensation management is an important way to gain competitiveness, which affects the flow and retention of employees, especially core employees. In view of this, logistics companies should adjust and improve the compensation system within the scope of their ability to pay, and it is crucial to increase the incentives for compensation. The author believes that the main factors in the construction of incentive compensation for modern logistics companies include: 1 market factors, the introduction of labor market price mechanism, and full play of the leverage of wages. Through the salary survey, the same regional and industry similar characteristics, the scale of the company's salary level, salary structure, salary value orientation, etc., and adapt to it, in order to retain key talents, to add vitality to the development of the enterprise. 2 Enterprise factor, for most enterprises, salary is an important part of the total cost of the enterprise. The economic efficiency of the enterprise determines the ability of the enterprise to pay the employee's labor compensation. 3 Posts and performance factors, salary as the investment cost of the enterprise, expect to obtain the corresponding return on capital, the level of employees' internal salary level should depend on the value of the position of the company, and the performance of his work in the post. This is an important factor in maintaining internal equity.

Zhang Guifen (2015) believes that there are problems in the current salary management of logistics enterprises: the salary level of the logistics enterprises and the external salary level are not balanced, and the internal salary level of the enterprise is slightly lower than the external market. The salary management methods of logistics enterprises are still lacking in science. At present, the compensation management methods of logistics enterprises are relatively backward. They have not developed advanced salary management methods through high-end management talents. The problem of insufficient uniformity of the salary management system of logistics enterprises, and proposed the following solutions: balance the internal salary level and external salary level of logistics enterprises. Enhance the scientific nature of the salary management methods of logistics enterprises. Improve the uniformity of the compensation management system of logistics enterprises.

Sun Shuwei and Zhang Haiyan (2017) analyzed the satisfaction status of the new generation employees of 160 logistics enterprises in Jiangsu Province. They found that the salary satisfaction and salary level, welfare, salary increase and salary management satisfaction sub-dimensional satisfaction of the new generation of logistics enterprises in Jiangsu Province Both are “general” and the satisfaction level of pay level is the “shortest board” in the “short board”.

Zhang Zhengtang and Liu Ning (2016) believe that the salary managers of logistics enterprises should strive to make the investment and contribution of the new generation of employees at work through the scientific and reasonable salary management. Fang Yajun (2010) believes that enterprises

should have different compensation strategies at different stages of development, and develop a remuneration system redesign plan for NM companies.

3. Design plan for employees' compensation in logistics enterprises

Take the operation series employees as an example: the ratio of post salary to basic salary in the fixed salary of the operation series salary system is 70% and 30%, and the performance salary is implemented in two ways: piece counting and timing. The risk is set at 5% of the total salary and the year-end bonus is accrued at 20% of the total salary. There is no fixed ratio between fixed salary and variable salary.

3.1 Number of salary levels

From the perspective of internal fairness of compensation, if the salary level is too small, employees who have different job functions will be paid the same salary, which will damage the internal fairness of compensation; and if the salary level is too much, it will be essentially nothing. Significantly different jobs will receive different rewards and will also undermine the internal fairness of compensation. In addition, from the incentive point of salary, too much level will cause the gap to be too small, which will affect the incentives for employees; if the level is too small, the gap will cause the employee's expectation of performance compensation, which will make the employee lose the upward momentum. At the same time, combined with the research situation and the actual situation of the company, the number of compensation levels of the company's operation series is determined to be 5.

3.2 Determination of the difference in salary level

The level difference, also known as the midpoint difference, refers to the difference between the median values of adjacent levels. There are two main ways to determine the level difference. One is to unify the level difference, that is, the different levels use fixed level differences, the other is to differentiate the levels, and the different levels use different levels. The operator also uses a fixed level difference of 10.

3.3 Crossover and overlap of salary levels

The intersection and overlap between pay grades refers to the intersection and overlap between the highest and lowest values of two adjacent pay grades. Such a pay structure is provided by managers or employees with low pay grades and unpromoted ranks. Adequate salary growth space, to a considerable extent, ease the contradiction between the promotion requirements of employees and the limited number of positions, which is conducive to mobilizing the enthusiasm of employees and facilitating job rotation and personnel turnover. The operator's salary level range is 30%.

3.4 Compensation level design

The operation series salary level is to further determine the different salary grades in each salary level after the salary level is divided and the upper and lower limits of each salary level are determined. According to the survey results and the company's specific situation, each level of the operation series is divided into five levels. Calculated according to the salary fluctuation range, the upper and lower limits of the salary, the salary level of each operator can be obtained.

3.5 Staff during the probationary period and new arrivals

The trial period of the new employees of the company is 3-6 months. The salary standard during the trial period is 80% of the minimum salary standard of the post, and does not enjoy other allowances provided by the company. After the trial is passed, it will be raised to the standard salary of the post. Employees are not suitable for workers during their probationary period or their ability is not suitable for workers. The company can stop trials at any time. Employees with excellent performance can apply by the department manager. Upon approval by the general manager, they should apply for an early correction during the probation period, but at least 3 months before the

application can be made. The salary standard for newly promoted staff will be implemented according to the minimum salary level of this post. If the post salary after promotion is lower than the original salary level, the original salary standard will be implemented. The same level of transfer personnel, the implementation of the new position salary standards.

4. Conclusion

As an important part of the human resources management of logistics enterprises, salary management plays an important role in the internal human resource management and employee incentives. Due to the special industry characteristics of private logistics enterprises - high service industries, and a large number of new generations of employees in the post-80s and post-90s, private logistics enterprises in particular need to pay attention to the formulation of internal compensation systems, and rationally set post wages and benefits, and continuously reduce The turnover rate of the company improves employee loyalty. Although private logistics enterprises are still in the early stage of industry development, with the gradual improvement of China's traffic conditions and the needs of the people's material life, their development prospects should not be underestimated. Therefore, logistics enterprises need to enhance the scientific and effective way of corporate compensation management, and unify the payment methods in different regions of the enterprise to improve the efficiency of employees and ultimately maximize the value of the enterprise.

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