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Analysis and Optimization Path of Human Resource Management in University Logistics from the Perspective of Labor Education

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Abstract: In recent years, under the guidance of new policies and development concepts related to labor education, universities in various regions have gradually integrated labor education into the training programs of students at various stages. University logistics has a unique advantage in connecting students, naturally becoming the main battlefield for universities to implement the practical aspects of labor education for college students. In response to the problems encountered in the process of labor education, such as the lack of high-quality talents, low enthusiasm of the personnel team, low utilization rate of educational resources development, and "crossing the river by touching stones", it is necessary to take innovative human resource management as an effective starting point, and comprehensively promote the improvement of logistics labor education ability and the improvement of labor education system in universities.

Keywords: Labor Education; University Logistics; Human Resources Management.

1. Introduction

On September 10, 2018, Secretary Xi delivered an important speech at the National Education Conference, stating: "Cultivate socialist builders and successors with comprehensive development of morality, intelligence, physical fitness, aesthetics, and labor, We should promote the spirit of labor among students, educate and guide them to uphold and respect labor, understand the principles of labor being the most glorious, noble, great, and beautiful, and grow up to work hard, honestly, and creatively. These important statements raise the banner of labor education in the new era, enrich and develop the Party's educational policy, have significant contemporary value and clear practical relevance, new tasks and topics have also been proposed for universities to strengthen labor education [1].

With the synchronization and frequency of China's reform and opening up, as well as the continuous promotion of the socialization reform of university logistics in the same direction as the reform of the education system in universities, various university logistics have opened up the campus logistics service market according to the principle of separating enterprises and institutions, in accordance with the pattern of "small institutions and large entities". Reform ideas and practices such as service outsourcing, school supervision, and separation of management and management have been widely recognized by teachers and students. With the rapid development of the economy and society, the expectations of university teachers and students for university logistics services are increasingly high. However, there is still a significant gap between the socialization reform process of university logistics and the goal of "socialization, specialization, and modernization" in the "*Outline of Medium- and Long-Term Reform and Development Plan for University Logistics*", especially the slow progress of human resource management reform. Currently, the socialization reform of logistics in universities has entered a period of reform, transformation, and upgrading aimed at achieving modernization of education and high-quality development. Under the guidance of new development concepts, universities in various regions are paying more attention to the educational function of logistics, represented by labor education, and the social benefits characterized by "public welfare" [2]. Obviously, in the context of constantly upgrading services and undertaking labor education, the "shortcomings" of human resource management in university logistics management urgently need to be changed.

We conducted a survey on the current situation and problems of labor education and logistics human resource management in surrounding universities, and conducted visits and research on logistics in universities that have achieved good results in labor education. We attempted to analyze the root causes of common problems in logistics human resource management in universities, and proposed corresponding optimization measures. It is of practical significance to promote the transformation of the management mode of human resources in university logistics to meet the needs of the times when university logistics undertake labor education.

2. The Problems Faced by Logistics Labor Education in Universities

2.1. Labor Education "Crossing the River by Touching Stones"

The Central Committee of the Communist Party of China, the State Council, the Ministry of Education, and various provincial education authorities have successively issued guidance on carrying out labor education in primary and secondary schools. Schools in various regions have also explored labor education courses. As practical education is an important way for universities to carry out labor education, logistics in universities have naturally become the main battlefield for carrying out labor education practical activities. From the development of labor education in recent years, it can be seen that the phenomenon of "crossing the river by touching stones" is common, and the policy guidance of the

education regulatory department for promoting labor education in universities is vague, and the planning efforts are insufficient; The leadership and academic affairs departments of universities have unclear ideas and insufficient guidance on the construction of the labor education curriculum system; The logistics of universities do not attach enough importance to the development of labor education and their enthusiasm is not high.

2.2. Inadequate Labor Education System on Campus

In July 2020, the Ministry of Education issued the "*Guidelines for Labor Education in Universities, Primary and Secondary Schools (Trial)*". According to its relevant requirements on the goals and content of labor education in universities, various universities have explored the integration of public basic courses, professional courses, and labor education around the three major links of daily life labor, public service labor, and internship training [3]. However, the current construction structure, progress, and operational effectiveness of the labor education system in various universities are not ideal, mainly manifested in the lack of management and guidance functions for labor education. The academic affairs departments, colleges, and logistics departments in universities usually do not specify the management and guidance departments, nor the responsible persons. The transmission of labor education related policy requirements is not smooth; Labor education has not been well integrated into the "three comprehensive education", and many departments and teaching staff have insufficient understanding of labor education, which has not formed a good labor education atmosphere. The labor education in the three major links of daily life labor, public welfare service labor, and internship training is completely independent and lacks effective integration and communication, and has not formed an educational synergy. The various aspects of labor education do not correspond to the current comprehensive quality evaluation standards for students, and students do not attach enough importance to labor education.

2.3. Lack of Professional Talents in the Labor Education Team

In the process of promoting the socialization reform of university logistics, the management of human resources in university logistics has gained a certain degree of independence, but the progress of socialization reform is not very ideal. After entering the deep-water zone of socialized reform, transformation, and upgrading, the logistics of Chinese universities suffer from unclear guiding policies and few successful cases for reference. In the process of actively seeking innovation, logistics of universities in different regions have to some extent encountered some problems, leading to doubts about the socialization process of logistics in some universities, and even a certain degree of retreat. In the context of the "planned economy" concept of university administrative management, the logistics system of universities has been struggling to move forward in recent years due to the constraints of the personnel team being "only retire but no introduction, only reducing but no increasing". The proportion of talents with education, technical knowledge, willingness to study, and innovation is relatively low, and the construction of the talent team is in a dilemma [4]. This also leads to an extreme lack of high-quality professional talents in the process of carrying out labor education in university logistics, resulting in poor matching between personnel and positions.

2.4. Low Effective Utilization Rate of Labor Education Resources

The logistics departments of universities utilize their own resource advantages to build labor education platforms and carry out various labor education practical activities, mainly focusing on apartment services, catering services, property services, green services, emergency rescue and other fields. However, due to insufficient emphasis and a lack of talent in the labor education team, the curriculum design of labor education practice activities has not fully explored and utilized existing logistics education resources. At present, the forms of labor education practice provided by university logistics for students are mostly simple physical labor, and there is often a phenomenon of "labor without education", which leads to insufficient attractiveness of labor education practice activities for students. Most students participate in university logistics labor education less frequently, and even many students have never participated in it [5].

2.5. Insufficient Enthusiasm of the Labor Education Team

The source of logistics personnel in universities is relatively complex, including both institutional personnel (appointed by the school as institutional management cadres and staff) and non-institutional personnel (personnel agents, labor dispatch personnel, school contract employees, and logistics contract employees, etc.). The proportion of non-institutional personnel is generally over 80%. There is still a significant gap in salary and benefits between logistics staff and non-business staff, and even personnel with different identities among non-business staff. The salary and benefits of employees with a career establishment are relatively high, and their work is relatively stable. Compared to non-career establishment employees, their income is relatively low and their welfare protection is poor. The imbalanced distribution of salary and benefits, as well as the phenomenon of "equal pay for equal work", seriously affects the enthusiasm of non-employed employees in their work [6]. Although conducting labor education can earn class fees according to class hours, due to the existence of conflicts between one's own comprehensive quality level and marketability and public welfare, the personnel size and number of labor education guidance teachers are not satisfactory.

3. Analysis of Logistics Human Resource Management Issues in Universities

3.1. Insufficient Emphasis on Logistics Human Resource Management in Universities

Universities do not attach enough importance to the management of logistics human resources, including both the school level and the internal level of logistics. In the process of development, universities attach great importance to the scientific research ability and teaching level of teachers, often placing logistics service guarantee work at the bottom of the work plan. With the introduction and application of the concept of human resource management, universities have gradually realized the importance of human resource management and actively promoted the construction and

development of their human resource management system. However, the process of socialization of logistics in universities has to some extent "separated" logistics human resource management work from university human resource management work, which inevitably leads to universities not understanding and valuing logistics human resource management work. Within the logistics department of universities, although human resource management is generally carried out as an independent department, the staff is relatively small and often held by administrative office personnel who do not possess professional qualifications in human resource management. Key functions such as human resource planning, training and development, and performance management are often not fully utilized, making it even more difficult to innovate human resource management work. When facing the new tasks and challenges of labor education in the new era, the shortcomings of human resource management are exposed.

3.2. Lack of Scientific Planning in the Construction of Logistics Talent Team

The scope of logistics service guarantee business in universities is wide, involving various aspects of teaching, scientific research, and daily life, providing a solid foundation for the development of universities. This determines that the logistics talent team in universities is configured around various logistics service guarantee work such as apartments, buildings, catering, water and electricity, greening, and property management. When accepting the task of labor education in the new era, it is obvious that the matching degree of the talent team is poor. Due to the constraints of the principle of "only retire but no introduction, only reducing but no increasing" in the logistics system of universities in recent years, a considerable number of employees retire every year, but there are few new employees or job rotations to exchange with the logistics system, resulting in a serious reduction in the number of employees. The majority of the staff in the logistics department of universities are workers, with generally low educational levels and weak management abilities. This has led to difficulties for the staff in playing a leading role in labor education, and there is a lack of scientific and reasonable planning for the construction of talent teams in labor education.

3.3. Imperfect Incentive Mechanism

The phenomenon of significant differences in salary and welfare benefits among staff with different identities in university logistics has been a common phenomenon for a long time. In addition, some universities lack incentive mechanisms for "rewarding diligence and punishing laziness" within logistics, or the mechanisms are not scientific enough, or the existing systems are not strictly implemented, which exacerbates the unfair distribution of benefits and other benefits. Although many universities have achieved breakthrough results in unblocking the promotion channels for non-career management personnel in logistics, from the perspective of internal professional environment, although employees of the same rank have different job responsibilities and labor intensity, their salary and benefits are almost the same, which not only promotes the bad atmosphere of some personnel being "lying flat" or "lying down", but also discourages the enthusiasm of dedicated and dedicated employees; From the external environment, the salary and benefits of grassroots employees are still far below the market average level, and some positions can only maintain the local minimum income standard [7], failing to achieve full coverage of housing provident fund in a timely manner, let alone the annual increase in employee salary and benefits, which seriously affects the work enthusiasm of the talent team.

3.4. Insufficient Guidance and Training

Due to the vague policy guidance and insufficient planning by the education regulatory authorities for promoting labor education in universities, they have allowed their scattered development to be carried out with the expectation of "Eight Immortals Crossing the Sea, Each Showing Their Magic", which has led to the awkward phenomenon of "crossing the river by touching stones" in logistics labor education in universities. For the academic affairs department of universities, there is no timely establishment of functional departments that are compatible with labor education; For specific colleges, labor education has not been explicitly included in teaching management in a timely manner, and even labor education practical activity courses have been treated as ordinary group learning activities; This has led to a lack of research on labor education policies by the school's teaching management department, insufficient understanding of the current situation of labor education on campus, and insufficient guidance on the development of labor education. After the weakening of labor education policies from top to bottom was conveyed to the logistics of universities, due to insufficient human resource management, it was difficult to develop scientific and reasonable training plans solely on one's own, and the systematic development and quality improvement of the talent team had poor results. As for the guidance teachers of labor education, there is still a significant gap between their own qualities and the curriculum design and teaching management of labor education. However, there is even no authoritative textbook published for logistics labor education in universities in China, which is also the pain point for guidance teachers of logistics labor education in universities.

4. Optimization Path for Logistics Human Resource Management in Universities

4.1. Strengthening the Top-Level Design of Logistics Human Resource Management

Human resources are strategic resources for modern enterprises and a key factor in their development. For the logistics of universities in the deep-water zone of socialized reform, transformation, and upgrading, their human resources management not only has the characteristics of university administrative management but also has the vitality of enterprise human resources management. The personnel team can range from hundreds to thousands. How to revitalize existing human resources requires the universities to provide corresponding policies and administrative support. The school leadership and personnel department should not only keep up with the times and innovate management concepts and methods in a timely manner, but also provide clear guidance on the reform direction of logistics and reasonable power in personnel selection, salary reform, and other aspects. At the same time, they should also make top-level designs to solve the contradiction between market-oriented and public welfare in university logistics, and clarify that all market-

oriented activities should be built on the basis of public welfare, putting labor education as the top priority in the development of various logistics undertakings is the primary strategic position. From the internal perspective of logistics, logistics managers should adhere to the new concept of human resource management, hire personnel with education, high quality, understanding teaching, and innovation to build a strong human resource management team, implement strategic human resource management, build a standardized system of human resource management, and improve the efficiency of human resource management. Regard employees as the primary resource, the main body of labor education, and the capital for career development, plan various career development under the principle of meritocracy, build a good logistics culture atmosphere, guide employees to always remember the fundamental task of "service" and "education", establish a positive and good logistics image, and provide strong support and guarantee for the construction of the labor education system in universities.

4.2. Building a High-Quality Logistics Talent Team

People are the most active factor in the productive forces, and the implementation of the strategic task of cultivating talents through logistics labor in universities cannot be separated from a high-quality talent team. To establish a high-quality logistics talent team, it is necessary to focus on talent selection, education, and employment.

(1) In terms of talent selection. The talent selection of university logistics includes two aspects: off campus talent selection and on campus talent selection. Off campus talent selection refers to the subjective initiative of university logistics to attract outstanding off campus talents to join the logistics talent team by utilizing the advantages of their own development platform. On campus talent selection refers to the use of school policy support to select some outstanding talents on campus for rotation and exchange in logistics, such as attracting teaching secretaries with teaching management experience, full-time and part-time teachers responsible for labor education theory courses, and other personnel to participate in labor education work in logistics. In the talent selection process, we should be inclusive and widely absorb outstanding talents regardless of region, diversify the workforce, and inject fresh blood into the logistics talent team of universities from time to time. Preferential policies can be considered for personnel with technical expertise and unique attainments in the field of labor education, such as appropriate relaxation of academic qualifications and distribution of talent subsidies. For the introduction of high-level talents, it is necessary to make them clearly see their own development prospects, take the initiative to ensure their livelihood, further implement solutions to their spouse's work and children's enrollment issues, especially to provide policy guarantees such as dormitory or rental subsidies for talents from other cities.

(2) In terms of talent cultivation. After introducing talents into logistics, we should also pay attention to talent cultivation and promote their personal development through the development platform of university logistics. The logistics and human resource management departments of universities should scientifically plan the development of labor education talent teams, and coordinate their promotion to professional titles with relevant departments of the school. Due to the diversity of identity categories and significant differences in quality levels among university logistics personnel, training design needs to be carried out from multiple dimensions. In addition to universal training (such as teacher ethics and conduct training, course ideological and political training, etc.), customized training should also be provided for different positions (such as labor education backbone going out for exchange and learning, and labor education network platform construction discussions, etc.). In addition, attention should also be paid to tracking the talent development of employees, providing further assistance in the field of labor education, encouraging them to improve their academic qualifications, obtain corresponding qualification certificates, conduct scientific research, and provide supporting resources to promote their rapid growth in the field of labor education.

(3) In terms of talent utilization. After cultivating talents, we also need to consider how to make good use of them. Making good use of talents is not only conducive to the construction of the labor education system in universities, but also helps to realize the personal life value of talents. Employing good people not only requires a sound salary system, smooth promotion channels, and a good work environment, but also requires a scientific and reasonable mechanism for matching people and positions. University logistics should implement a regular competitive recruitment system that does not distinguish personnel identities, is fair, open, and impartial, and focuses on cultivating employees with outstanding teaching abilities, strong sense of responsibility, and positive work attitudes. In addition, university logistics should actively build a logistics culture that matches labor education, enhancing employees' sense of identity and belonging.

4.3. Improving Incentive Mechanisms

A scientific incentive mechanism can stimulate the innovative motivation of talents. University logistics should establish and improve a salary distribution system, continuously improve various welfare guarantees for non-staff members, minimize the income gap between staff members and non-staff members, link employees' salary and benefits with their positions, abilities, performance, and social benefits, and effectively stimulate the work enthusiasm of employees at different levels; Continuously weakening the identity differences of personnel, opening up channels for promotion and title evaluation of non-staff positions, and implementing equal pay and equal rights for equal work. Strictly implement performance evaluation, highlight excellent performance and rewards, and reward and punish laziness. Regularly carry out positive incentive activities such as teaching skills competitions and awards to enhance team cohesion, be good at selecting excellent employees as role models, and build a positive and upward work atmosphere. Create a professional environment where "The capable promote, the mediocre abdicate, and the mediocre withdraw", and promote talents based on the principles of appointing talents based on merit, selecting talents according to circumstances, and using talents according to their abilities. This will enable high-level management and technical talents to quickly grow into backbone forces in the field of labor education, and improve the exit mechanism for those who are not considered employees, effectively improving the efficiency of human resource management.

4.4. Strengthening Talent Team Training and Communication

Research by American educational institutions have shown that employees can bring as much as three times the return on training investment to the unit after training [8]. It can be seen that in order to provide satisfactory labor education for teachers and students in university logistics, it is necessary to attach great importance to employee training, establish and improve a comprehensive employee training mechanism, and develop corresponding training plans for employees at different levels. For frontline teaching personnel, it is necessary to enhance their educational awareness and professional literacy, mainly through efforts in two aspects: teacher ethics, professional conduct, and skill education, to enhance their educational abilities. For labor education management personnel, attention should be paid to training content such as labor education policies, educational concepts, and educational innovation, in order to broaden their horizons, enhance their management level and innovation ability in labor education. At the same time, a combination of multiple training methods can be adopted in the training, which can consider the "going out, introducing" training method, or fully utilize the Internet to adopt a combination of online and offline training methods to achieve full coverage of the training. Policies have been introduced to encourage outstanding employees to enhance their academic qualifications and compile labor education textbooks. The results of employee training, educational advancement, and labor education textbook compilation will be linked to salary, position promotion, and professional title evaluation, continuously improving the enthusiasm of employees to participate in training, and building a good educational atmosphere of "Comparing learning catching up and surpassing" for all employees.

5. Conclusion

With the continuous development of the economy and society, as well as the deepening of the socialization reform of logistics in universities, the transformation and upgrading of logistics services are urgent. The various services of university logistics have both market-oriented and public welfare characteristics, with abundant labor education resources, and are the main battlefield for universities to carry out labor education. In the process of carrying out labor education in university logistics, it is a common problem to stimulate employees' work enthusiasm, enhance their enthusiasm, enhance their labor education ability, and improve the satisfaction of teachers and students. University logistics should take human resource management as the main focus, actively integrating labor education into the construction of the "three comprehensive education" system, and assisting universities in cultivating socialist builders and successors with comprehensive development of morality, intelligence, physical fitness, aesthetics, and labor.

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