



STUDY ON THE IMPEDIMENTS AND ISSUES OF HUMAN RESOURCE TRAINING IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT IN INDIA

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ABSTRACT

Supply chain consists of all those activities of movement of goods from the point of origin to the point of consumption. It involves the participation of number of personnel like producers, transportation authorities, storekeepers, retailers and customers. To have better networking with all these components proper training is essential. The success of supply chain management depends on the knowledge, abilities, skills, motivation and training available to the personnel. Even though the companies and organizations are providing human resource training, it will not get the required output due to certain constraints and problems. Human Resources should be aware about the globalization effects, global competitiveness, customer oriented market etc. Proper training always attracts competent and prospective candidates to enter in to logistics.

This paper gives the general idea about the main issues and problems in the training of personnel in supply chain management. It presents an overview of the issues of Human Resource Development.

Key Words: Impediments, Logistics, Supply chain managements.

INTRODUCTION

Logistics and supply chain management includes all those activities, which helps for the movement of goods from producer to consumers. Supply chain management is essential in a business organization since it affects the profitability of an organization. The businessman will be conscious about modes of transportation, warehousing, inventory management, material handling, order service, packaging etc. fail to perform any of these function will



lose customers to product or service. Depending on the size of the companies, they follow their own logistics network or outsource from third party logistics providers

Training is an endeavor provided to employees to improve their productivity and skill. Human resource development includes all those activities of career development, training, performance management, coaching, mentoring, succession planning, key employee identification and organization development. Since logistics includes number of functions to be performed by employees proper training is needed depending on their work.

Components of Logistics and supply chain management

- ❖ Order Processing
- ❖ Information system
- ❖ Warehousing
- ❖ Procurement
- ❖ Transportation
- ❖ Packaging
- ❖ Inventory planning
- ❖ Customer service

IMPORTANCE OF THE STUDY

Training is essential to employees to acquire specialized skill for doing special works in managing people in the supply chain. Employees working in the supply chain management should have knowledge in interpersonal skill, customer service skill, knowledge about financial planning, business practices, logistics functions, knowledge of transportation, general management of business, language tactical operations, negotiation skills, performance measurement, knowledge of currency market etc. The absence of the above skills affects the work of every organization. Therefore, proper training in these fields is mandatory to employees.

The human resources in supply chain management occupy the posts of entry level posts, procurement and transportation analysts, inventory specialist, production co-



coordinators, consultant, international logistics manager and supply chain manager. There is strong interdependence between supply chain management and human resources. Therefore, they have to be procured in the right way and mould them to sit to the requirement of the job. For that training programs are to be conducting for them. The most important training methods sing here are on the job training and external courses. Even though it is essential to have proper training programmes in companies, the management faces number issues and challenges for hiring, training and retaining employees. This study attempts to find the major issues and challenges of human resource training on supply chain management.

OBJECTIVES OF THE STUDY

The main objectives behind this study are

- To identify the importance of training on Logistics and supply chain management
- To understand the major issues in training to human resources in supply chain management
- To identify the challenges of training on E-logistics

METHODOLOGY OF THE STUDY

Methodology includes all those tools and techniques used for performing different aspects of research such as data collection, presentation and analysis. In this study based on secondary data, a descriptive study is to be conducted. Diagrams are used for the presentation, which helps easy identification of facts and figures.

Human resource Training on supply chain management

The study conducted by world bank reveals that there is short supply of qualified logistics related labor in all occupational levels in both developed and developing countries. It also emphasizes the importance of expanding the training programs to employees. An organization can improve its health by improving its supply chain.

The main problems of human resources facing in supply chain management are,

- Job attraction and retention
- Education and training
- Moving with technology



- Succession and career planning

CHALLENGES OF HR TRAINING

Human resource department faces many challenges in the workforces training and development for ensuring the stability of high performing individuals. Indian logistics sector is incapable of emerging as strong supply chain partner for global and Indian businesses. Some companies are outsourcing supply chain management as a part of it to third party logistics providers to save cost and time. To deliver value to customers, logistics providers need trained work force from warehouse worker to top managers. The main challenges facing in the training of human resource in logistics are the following

- Lack of adequate training institutions
- Lack of critical domain skills
- Problems in the articulation of logistics curriculum
- Gaps in skill training for operational functions
- Tracking skill applications.
- Rapid changes
- Uninterested training methods
- Inconsistent training
- Local language use
- Usage of modern methods of learning by new generation employees
- Huge training expenses
- Providing updated information
- Dependence of short term training

CUSTOMER SERVICE

Customer service is an important component of supply chain management whereby it is the way a customer feels about a particular product and the attitude of the company who is selling it. Customer service is essential to get competitive advantage to a company. Logistics companies are providing training to employees that how to create loyal customers.



Training to employees are given about how to create a culture of service in the workplace, how to deal with the problems of customers, role of attitude in the customer service, communication style with customers, improving the listening skills, how to manage difficult customers, methods to maintain good customer relationship, how to handle customer complaints, how to prioritize the work, time management, methods for dealing stress etc.

The main challenges facing by the organizations in providing training on customer service are inappropriate training programmes, lack of employee interest in training and higher cost involved in training.

Order processing:-

A customer makes an order for a particular product through an order. The orders are checked and availability of the product is confirmed. The customer should be provided with updated information of the service.

It involves picking the product from the inventory, packaging it and sending it to the appropriate shipping carrier. The order fulfillment should be correct to measure the percentage of orders. Based on the standardized guidelines training should be given to employees.

Information system:-

Supply chain management information system manages the flow of information about the products, data and money throughout the entire supply chain.

Warehousing:-

Warehouse is a place where raw material, semi- finished goods and finished goods are stored. There will be minimal handling, movement and relationship to transportation. Therefore, training should be given on such areas. Also in distribution warehouses, goods are received in bulk and are broken down as per requirements of customers. It is difficult to provide continuous training on these aspects to fresh employees.

Procurement:-



It means the process whereby a business unit gets goods or services to fulfill its business functions. Employees should be aware about the sources of supply, economic order quantity, suppliers etc. to deal with suppliers.

Transportation:-

The 2/3rd of total logistics cost consists of transportation and freight expenses. By considering the total cost involved the organization should choose the optimum transportation method. Employees will be aware about the basic transportation cost elements such as line haul, pickup and delivery, terminal handling and billing and collection. In majority cases, semi skilled or unskilled workers are appointed as drivers. Therefore, proper guidelines will be provided to them about the need for reducing these costs. But if the drivers are not loyal and uncommitted, it will become a challenge for providing training.

Packaging:-

Packaging means covering the products to save from wetting, hitting, bruising etc. and it helps to reach the product in most economic way. To have a successful supply chain management, packaging system have to be connected with marketing, logistics, production and environment.

In packaging training will be given to areas of layout preparation, design, communication of information and ergonomic aspects. Training should be given to get the competitive advantage. Employees should use their innate abilities to introduce innovative packing of products to attract customers.

Inventory planning and management aims at regulate the stock level to minimize operating cost. It helps to improve the service level. There are different inventory control techniques based on the value, importance and quantity of materials and products. Even though training is providing to workers, they are not practicing it.

Training on e-logistics

E- logistics means the application of internet and internet based technology in logistics process. Application of IT always enables faster performance by the workers. Bt



before implementing such a system training will be provided on such methods. But there are some people always reluctant in accepting changes and technologies. It stood as a barrier in many organizations.

FINDINGS AND RESULTS

The study helps to analyze the various components of logistics and supply chain management and the role of training to employees and workers in supply chain management companies. It is analyzed that most of the organizations are providing training to employees. However, the fact is that, in most of the cases, it is not properly utilizing the information gathered from such training sessions. It is difficult to provide training activities commonly for all sections of logistics. Since there is difference in the nature of work, separate training programmes will be conducted for each section. This will in turn increase the cost.

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