

Exploration on the Innovation of Human Resources Management Methods for Young Employees in Aviation Insurance Units

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Summary: The maritime department shoulders the heavy responsibility of maintaining water traffic safety, keeping waters clean, safeguarding the rights and interests of crew members, and defending the national maritime sovereignty and the interests of the people. It is a key component of the comprehensive transportation system and the main force of China's water law enforcement. The maritime system aims to build a maritime team that obeys commands, has excellent qualities, a fine style, and serves the people, and is committed to promoting the "revolutionization, regularization, specialization, and professionalization" of the team, thereby forming a modern maritime service system with strong supervision, strong guarantee, and rapid response. In order to adapt to these changes, the navigation guarantee units need to continuously cultivate and introduce high-quality young employees to inject vitality into the organization's development. Therefore, it is particularly important to explore innovative paths of human resource management for young employees that are suitable for the development of the navigation guarantee business. This article expounds on the background and significance of the innovation of human resource management for young employees in navigation guarantee units, analyzes the problems existing in the human resource management of young employees, and proposes innovative paths including personalized employee development plans, innovative recruitment strategies, and rich cultural connotations to deal with these problems, aiming to provide strong support for the sustainable development of the navigation guarantee business.

Keywords: Maritime Security Services;

Maritime Four Modernizations Construction; Young Staff; Human Resources; Management Innovation

1. Introduction

In October 2021, the Ministry of Transport issued the "Opinions on Strengthening the Revolutionary, Regularized, Specialized and Professional Construction of the Maritime Team", which proposed to build a revolutionary, regularized, specialized and professional maritime team, which clarified the road map and construction drawing for the construction of the maritime navigation support team to open a new chapter and create a new situation. The Northern Navigation Guarantee Center has set a development direction based on the "four modernizations" construction of the maritime team, and has put forward specific goals for improving professional construction and perfecting vocational construction, such as building a highly skilled, well-equipped and efficient navigation guarantee team by actively participating in the affairs of relevant international maritime organizations; improving the ability to serve the country's major development strategies, improving the equipment system and talent echelon construction around the development of navigation guarantee services; establishing a correct employment orientation, cultivating advanced models, increasing humanistic care, enhancing the sense of honor and belonging of cadres and staff, and strengthening vocational security and incentive mechanisms, etc. Young employees, as an important resource in the organization, play a key role, and their innovative ability, adaptability and passion have an important impact on the development of the navigation guarantee business. Therefore, how to effectively manage and develop young employees has become one of the important issues faced by navigation

guarantee units.

2. The Significance of Human Resource Management Innovation for Young Maritime Safety Guarantee Staff under the Background of "Four Modernizations" in Maritime Affairs

Under the background of the "four modernizations" construction in maritime affairs, as an important part of maritime affairs, the innovation of human resource management for young workers in navigation security is of great significance for improving the quality of the navigation security team, coping with new challenges, attracting talents, and inheriting the navigation security culture.

First, it can help improve the overall quality of the navigation security team. Young workers usually have the latest knowledge and skills, as well as strong learning and adaptation abilities [1]. Through innovative human resource management, it is possible to discover and cultivate the potential of young navigation security workers more effectively and help them quickly grow into business backbones, thereby improving the professional level and comprehensive ability of the entire navigation security team.

Second, it is helpful to adapt to the new demands and challenges of the current era. With the development of the shipping industry and changes in the maritime regulatory environment, the requirements for maritime affairs are also constantly increasing. Young workers have active thinking and strong innovation abilities, and innovative human resource management can give full play to their advantages, promote innovation in the concepts, methods, and technologies of maritime affairs, and better cope with complex and changeable maritime tasks.

Third, it can help enhance the attractiveness and cohesion of navigation security units. A good innovative mechanism for human resource management can provide young workers with broad development space and a fair competitive environment, attracting more outstanding young talents to engage in navigation security; at the same time, the harmonious and fair employment environment created by a good human resource management mechanism can also enhance young workers' sense of identity and loyalty towards the unit, reduce brain drain, and

improve the stability of the workforce.

Fourth, it is conducive to promoting the inheritance and development of navigation security culture. Young workers are an important force in the inheritance and development of navigation security culture. Innovative human resource management can guide young workers to better understand and practice navigation security culture, inject new vitality and connotation into navigation security culture, and promote the sustainable development of navigation security.

Fifth, it promotes the connection of navigation security work with international standards. In the context of globalization, in order to better fulfill international obligations, navigation security work needs to be in line with international standards and rules. At present, the education level of young workers is generally high, their learning ability is strong, their ability to absorb international advanced concepts and experiences is strong, and they are also likely to have innovative ideas and abilities. Through innovative human resource management, it is possible to cultivate young talents with international vision and competitiveness, and enhance the status and influence of China's maritime affairs internationally.

3. Analysis of the Problems in Human Resource Management of Young Workers in Marine Support Units

3.1 The Problem of the Loss of Young Workers

Some units are facing the problem of young employees leaving before and after they are hired, which not only concerns personal career choices, but also affects the stability of the unit's human resources. The reasons for this are many-sided. Firstly, due to staffing restrictions, sometimes insufficient staffing may lead to high-intensity work, which affects employees' working enthusiasm. Secondly, it is related to salary and welfare benefits. The salary and welfare benefits of public institutions are relatively fixed and lack flexibility, which is a barrier to attracting and retaining outstanding talents. There are also large salary differences between different types of public institutions in the same area and the same type of public institutions in different areas, which may also lead to the loss

of talents. Thirdly, the performance appraisal system of public institutions may not be scientifically and reasonably enough, and the correlation between the performance appraisal results and the promotion and salary of employees is insufficient, making it difficult to effectively motivate employees [2].

3.2 The Conflict between the Traditional Management Model and the Overall Personality Characteristics of Young Workers

The traditional management model of public institutions such as navigation security units conflicts with the personality traits of young employees who grew up in an open and multicultural environment. This is reflected in the contradiction between emphasizing individual display and the unit's standard system, the conflict between innovative thinking and traditional processes, and the difference in decision-making and feedback speeds. Firstly, the management model of public institutions such as navigation security units is relatively traditional, with a usually stable structure, clear hierarchy, and compliance with certain rules and procedures, featuring strong standardization and institutionalization. While young employees nowadays usually grow up in an open and multicultural environment, emphasizing personal value realization and self-expression, and longing for quick achievements and recognition. This structure that emphasizes following unified norms and systems may lead to conflicts in behavior and working styles with the personality traits of young employees who focus on individual display. Secondly, there is a conflict between innovative thinking and traditional processes. Young employees with an innovative spirit may feel constrained and uncomfortable with some relatively fixed and traditional work processes and methods in the unit's structure, and they may find it difficult to integrate into the organization or exert their potential. Thirdly, in traditional units such as navigation security units, decision-making and feedback often require multi-level examination and approval, which cannot meet the needs of young employees who expect prompt feedback on their work results or demands.

3.3 The Deficiency in the Talent

Development Mechanism

Firstly, when young employees are recruited, the initial and job qualification training systems implemented by various units are not well-established. The initial training courses are extensive but not comprehensive, numerous but not detailed, and few but not refined, failing to form a unified system. At the same time, there is also an issue of an unreasonable teacher team structure, where there is a lack of effective communication between teachers with experience in navigation and navigation guarantee and other teachers, and a shortage of excellent teaching teams. Secondly, the career development channels for talents in the navigation guarantee units of public institutions are relatively narrow, and the promotion space is limited, affecting the career development of young employees. Taking a certain aids to navigation department in the northern sea area as an example, the number of section-level cadres is 41, accounting for less than one-sixth of the total number of the unit's establishment. The section-level cadre team is relatively stable, and due to objective factors such as age, a certain number of middle-aged cadres are squeezed, making it difficult to achieve job promotion. At the same time, some units also have the problem of emphasizing usage but neglecting training, leaving young cadres feeling confused and powerless about their future growth. Thirdly, there is a lack of a unified top-level design in the training of young employees, and a curriculum system that conforms to the characteristics of navigation guarantee has not been established. There is a lack of a unified curriculum design for education and training, and there is also a lack of unity in resource management. The training resources of each unit have not formed an effective management mechanism, and resource integration is relatively lagging behind [3].

3.4 The Fairness and Application Effect of Performance Evaluation

Performance evaluation plays a key role in human resource management. There are several problems in the performance evaluation of aviation security units. First, the evaluation subjects are relatively single, mostly relying on the evaluation of the superior leaders, lacking peer evaluation and

feedback from service objects, which may lead to the evaluation results not being comprehensive and objective enough. Second, the evaluation indicators are too general, lacking precise measurement of specific tasks and responsibilities. Third, the application of performance evaluation results needs to be strengthened. Most of the evaluation results are used in areas such as bonus distribution, but the application in areas such as promotion, job adjustment, and participation in training and development for young workers is insufficient, and the incentive effect is limited [4].

4. Countermeasures and Suggestions for Strengthening the Human Resource Management of Young Staff in Maritime Support

4.1 Take Multiple Measures to Prevent the Loss or Resignation of Young Employees

Make career planning and development well: Navigation support units can meet the development needs of young workers by formulating personalized employee development plans. At the same time, at the beginning of the employee's entry, the unit can use the mentoring system to let experienced old workers guide and support the growth of young workers. The development needs of the maritime "Four Modernizations" should be closely combined with the training of young workers. When formulating the training program, training courses, project practices, and career development paths should be tailored according to the characteristics and needs of different business fields.

Strengthen the training of maritime professionals: It is necessary to improve the construction of the talent development system and mechanism, and focus on the introduction of talents, daily training, selection and appointment, and other jobs to improve the hierarchical and classified mechanism of talents. In accordance with the requirements of open recruitment of public institutions, the recruitment ratio of personnel in transportation, law, and comprehensive management should be scientifically set. Increase the intensity of professional talent training and promote the training of professional talents. It is necessary to improve professional quality. Professional ability is the foundation of doing things and

achieving success. Building a high-quality and professional cadre team is not only to solve the shortcomings of some cadres' "fear of incompetence" and insufficient ability, but also to meet the needs of the long-term development of the cause. At present, the title evaluation standard for professional and technical personnel in the navigation guarantee system has been relatively improved compared with the past. Young cadres and workers generally report that the difficulty of title evaluation has increased, but the change in the standard also reflects the demand for high-quality professional talents in the career development. It is the general trend for young workers to continuously improve their professional quality. Focusing on the needs of the construction of a strong transportation country and maritime affairs, strengthen exchanges and cooperation with scientific research institutes, shipping colleges, etc., cultivate a group of high-precision and cutting-edge maritime professionals and skilled workers, and enhance the competitiveness and attractiveness of talents.

Strengthen on-the-job training and improve ability to perform duties: The grassroots level should be built into a "training ground" for cultivating cadres to promote young workers to go deep into the grassroots, come into contact with reality, and take on heavy responsibilities. In view of the long and scattered distribution of aids to navigation offices, some units are located in remote geographical locations, and the working conditions are relatively difficult. It is necessary to regularly organize young workers to go to the grassroots for training to sharpen their sense of responsibility and eliminate the impetuous mentality. At the same time, young cadres should be encouraged to actively participate in major activities, important competitions, subject research, and technological innovation tasks, and actively build an innovation and entrepreneurship platform for young workers to protect and respect the innovation enthusiasm of young cadres, and continuously improve their working ability [5].

Cultivate and exercise cross-domain knowledge and skills to enhance comprehensive ability: The implementation of cross-domain knowledge and skill training can expand the professional fields of young

workers, and also help to cultivate the work coordination ability of young workers in various departments and improve their familiarity with different business fields. It is necessary to strengthen the comprehensive on-the-job training of young workers in addition to operational work, such as finance and personnel. By personally participating in related work in all aspects, systematically learning professional knowledge in different fields, and improving their comprehensive ability and overall perspective, it can not only enhance the innovation and leadership of young workers, but also improve the overall operational efficiency of the unit.

Improve the career security system and enhance the level of professionalization: It is necessary to improve the maritime career honor system, optimize the staff incentive mechanism, and ensure that honors and rewards are more inclined to key positions, business backbones, and staff who have achieved remarkable results. Further strengthen the guarantee measures for salary and welfare benefits, and improve the distribution and incentive mechanism of public institutions with performance salary as the core. Strictly implement the relevant contents of the "positive and negative lists" of personnel education in the maritime system for implementing the spirit of the Central Eight-point Regulation, supervise and guide the implementation of the positive list of the Eight-point Regulation, promote the reasonable, compliant, and sound development of income and treatment, and continuously enhance the sense of honor, belonging, and acquisition of the team.

4.2 Enrich the Cultural Connotation of Navigation Security

Integration of international perspectives and multicultural literacy: In the context of globalization, the training of young workers by the maritime security unit should put more emphasis on the expansion of the international perspective and the enhancement of cross-cultural communication skills. We should actively expand international maritime exchanges and cooperation, covering matters related to international organizations such as the International Maritime Organization (IMO), the International Association of Marine Aids to Navigation and Lighthouse Authorities

(IALA), the International Hydrographic Organization (IHO), and the International Telecommunication Union (ITU), as well as maritime exchanges and cooperation with countries and regions along the Belt and Road Initiative. Additionally, we should strengthen academic exchanges with foreign countries, and build platforms and create conditions for young employees to broaden their international horizons[6]. Young workers are encouraged to actively participate in the formulation and revision of international organization documents such as international maritime rules and standards, serving the national strategy and contributing Chinese solutions. At the same time, the international perspective of young workers is further strengthened through international training courses, including organizing training and learning in areas such as international business and cross-cultural management, enhancing young workers' understanding of the operation rules and cultural characteristics of the global market, and providing solid cross-cultural theoretical support for better international compliance [7].

Encouragement of young workers to participate in group-building activities: The maritime security unit can make full use of existing resources, such as lighthouses with historical heritage in various places, and take the maritime security culture as the carrier to enhance the appeal of the maritime security culture and the inheritance of the maritime security spirit by holding various types of group-building activities. These activities can include labor union activities, training courses, innovation competitions, etc., aiming to help workers better integrate into the cultural atmosphere, enhance their sense of honor and identity, and feel the support and attention of the unit.

Establishment of an employee suggestion and feedback mechanism: The development of culture requires the continuous enrichment and enrichment of its connotation. In the process of enriching the cultural connotation, it is necessary to continuously listen to the suggestions and feedback of workers, deeply understand the demands and expectations of workers, and make timely adjustments. Establishing a perfect and feasible employee suggestion and feedback mechanism is a key step to achieve this goal. The unit can use a

variety of ways to build a worker suggestion and feedback mechanism, such as setting up a special real-name or anonymous suggestion box; regularly holding symposiums for young workers or conducting questionnaire surveys to actively respond and feedback to the questions and demands of workers. A positive feedback mechanism can make workers feel the importance of their active participation in affairs and a better participation experience, and have the opportunity to influence organizational decisions and culture, thereby further stimulating their sense of belonging to the unit [8].

4.3 Ensure the Fairness and Application Effect of Performance Evaluation

Strengthening performance management and feedback mechanisms is a crucial management measure, which helps to enhance the competitiveness and sustainability of the organization. Specifically, it can be carried out in the following aspects:

Establish clear performance indicators and standards: Ensure that the performance goals of all young employees are clear, specific, and quantifiable, and are in line with the annual work goals of the unit. In the evaluation process, combine qualitative and quantitative evaluation methods to ensure that the evaluation results can accurately reflect the work performance of the employees, and let the employees clearly understand the evaluation criteria. This will help to reduce subjectivity and uncertainty, and ensure the fairness and transparency of performance evaluation.

Conduct regular performance evaluations: Change the inherent concept of performance evaluation, and treat performance management as a continuous process rather than a one-time activity. A fixed evaluation cycle, such as quarterly or annually, can be set to conduct a comprehensive review of the performance of young employees, discover problems in a timely manner, and take measures to correct them. At the same time, performance evaluation should not only focus on problems and deficiencies, but also provide targeted feedback and development suggestions to help employees understand their advantages and areas for improvement.

Diversify evaluation methods: Refer to the 360-degree evaluation model of enterprises,

clarify the purpose of implementing 360-degree evaluation, such as employee performance evaluation, career development planning, team building, etc., and determine the scope of personnel involved in the evaluation. According to the evaluation goals, design evaluation questionnaires including dimensions such as work performance, communication skills, teamwork, and leadership skills. Determine the superiors, colleagues, subordinates of the evaluated, and sometimes even customers or partners as evaluators to obtain more comprehensive performance information.

Effective use of performance results: Combine performance results with human resource management decisions such as salary adjustment, promotion opportunities, and training and development to stimulate the enterprising consciousness of young employees. For young employees with outstanding performance, within the allowable scope of the regulations, appropriate material rewards, such as bonuses, promotion opportunities, and reasonable adjustment of the employee's salary level, can be provided; in terms of career development and promotion opportunities, priority is given to young employees with excellent performance. Or provide corresponding spiritual rewards, such as recognition and honorary titles, publicize and praise within a certain range, and further include outstanding young employees in the scope of advanced models.

4.4 Adopt Innovative Recruitment and Selection Strategies

Utilize social media: Maritime security units can actively utilize social media platforms such as short-video websites, WeChat official accounts, and various university job posting platforms to release recruitment information, announce job vacancies, showcase maritime culture and values, etc. They can also interact and communicate with potential applicants during the recruitment process, provide valuable insights, attract job seekers who are truly interested in the maritime security career, and reduce the phenomenon of leaving the job immediately after joining due to the inconsistency between reality and subjective expectations.

Participate in campus recruitment activities: Maritime security units located in areas with

maritime-related professional universities can actively participate in campus recruitment and activities, establish contacts with the employment guidance institutions of universities, and provide internship and career development opportunities. This will not only help the units discover potential young talents, but also help university students better understand the culture and business of maritime security. Internship opportunities can also be provided for students of related majors to further enhance the fit and understanding between young workers who may join the unit in the future and the unit.

5. Conclusion

Under the background of the current "four modernizations" construction in maritime affairs, the innovation of human resource management for young employees in maritime security guarantee units is particularly important. By analyzing the problems existing in the human resource management of young employees, a series of innovative paths have been proposed, including personalized employee development plans, innovative recruitment strategies, corporate culture transformation, performance management improvement, and encouragement of innovation and participation, aiming to provide a personalized employee development plan that provides strong support for the sustainable development of the maritime security guarantee business. The implementation of these innovative paths will help improve the overall quality of the maritime security guarantee team, adapt to the new needs and challenges of maritime work, enhance the department's attractiveness and cohesion, promote the inheritance and development of maritime culture, and promote the alignment

of maritime work with international standards.

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