

Research on Navy Personnel Management
by Human Resource Management Viewpoints
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Abstract :

A. Personnel recruitment is a major measurement for all kinds of organization to gather talents. The quality and quantity of the new employee through recruitment are not only influential to the organization's human resource management in all kinds of functions, but are also crucial to the future development and sustainability of the organization.

B. The crucial element to modern warfare's success besides the high-tech weaponry, is the quality of the personnel. The nations worldwide are actively conducting the modernization of military in order to carry out combat missions effectively. The future staff that will handle the defensive matters should also require advance knowledge and intelligence, which means that the demands for quality personnel will be rising drastically.

C. This paper refers to domestic and foreign research on human resource management, and by taking the administrative view, providing a management procedure of human resource and bringing the concept of human resource management. Thus, with executing thoroughly on gaining, discovering, utilizing and discharging navy human resource with proper ways, we can then sustain and improve our nation's combat capabilities.

Keywords: Personnel Recruitment, Human Resource Management

Preface

In the generation of knowledge economy, human is a great asset in an organization, and is also the most unique one. Human resource recruitment is a crucial measure for organizations to recruit talented people. The quality and quantity of new employees via recruitment are deeply attached to different functions in organizations' human resource management, and also influence greatly on whether the organizations are able to survive and grow in the future 1.

Speaking of "human resource management", it means to use modern technological methods to train, assign, and organize the personnel that are integrated with certain materials. Thus, the personnel and materials can work perfectly balanced. At the same time, through proper stimulation, control and coordination to people's mentality and behaviors, trying to bring out the positive and active side of personnel so they can perform their jobs and help achieving the organizations' goals. To complete this objective 2, when an employee is hired by a corporation, despite he might already possess certain skills and knowledge, the corporation still needs to train the new employee. In so doing, the new employee can adapt to the organization's procedure and culture more. And human resource management needs to coordinate with the demands of the organization itself so that the right people will be at the right job.

The key element of winning a modern warfare not only relies on high-tech weapons but also the quality of personnel. Every nation is trying to modernize their military troops in order to execute all kinds of combat missions. The future manpower that works in defensive operations is required to have high level of knowledge and intelligence, which means that the demands for quality personnel will be significantly higher. To adapt with the times of knowledge economy, military education needs to follow its footstep in order to meet the demands for better military personnel 3.

Human Resource Management Theory

1. The meaning of human resource management

Human resource management means actively select, train, utilize, sustain and stabilize the whole management process and activities. It is a crucial key to the success of an organization in the business field. The positive meaning is to value the worth of personnel, concentrate on the continuing management of organization's human resource. This will make a difference in changing the passive concept of controlling employees to the positive concept of befitting personnel. By doing so, the human resource capital is further developed to promote the corporation's competitiveness and create surplus values 4.

The personnel's quality maintains the rise or fail of the organization. Most organization's success results in finding the right person that has the necessary skills to perform tasks for the organization. Thus, selecting staff and the decision-making in human resource management is the crucial element to

ensure the organization's human resource recruitment and effective utilization of suitable personnel.

In short, human resource management is the cornerstone of organization utilizing human resource. It can help the organization to integrate relative resources effectively in order to fit its long term strategy and goals. Human resource is the main body of the organization, the soul of management, in which case human resource management is practically the organization management. By doing it well, the effects of human resource management can be extremely helpful, and further more help the organization runs more smoothly with its managing process.

2.Strategic Human Resource Management

Strategic human resource management is based on the unity as a whole, combining "organization strategy" with "human resource management system" together, and then utilize the strategic integrated methods to manage the most valuable asset in the organization - the development and activities of human resource 5.

Strategic human resource management needs to combine the organization management with competing strategy, and while designing the human resource management system, also allowing it to coordinate with the organization's development structure. This would help the organization to confirm its strategy and goals, seizing the marketing chance and evaluating its resources, then, by fully using its current manpower, manage to change its efficiency and develop its organization culture. Its purpose is to strengthen the organization's efficiency and performance, establish a competitive edge, and enhance the organization advantage. To configure human resource management from the strategic viewpoints is a more forward-looking direction and strategy 6.

3.Human Resource Management Procedure

Human resource management procedure is to seek the manpower that the organization needs and via human resource planning, recruiting, selecting, new employee directing, training, evaluating, and career developing, to maintain a high level of staff efficiency 7. Thus, the organization human resource management procedure has eight fundamental activities or steps: strategic human resource planning, recruit and disqualify, selection, pre-work study groups, training and development, evaluation, salary and benefits, security and health, etc 8. If these activities can be properly channeled, it would help the organization to acquire suitable employees that are efficient and well in performance.

Practically speaking, the first three steps represent the strategic human resource planning, via recruitment to increase employees and disqualification to decrease employees. These steps can firmly pick out employees that are capable. Once we have capable personnel, we need to help them adapt to the organization and make sure that their skills and knowledge will not be outdated. We can provide education and training to new employees to help achieve the organization's goals. The last few steps of human resource management procedure are to find out the problems and solve them, and also help the employees to maintain high efficiency throughout their careers. The activities included are efficiency evaluation, salary and benefits, and security and health 9.

The Importance of Human Resource to the Navy

Human resource capital is the basic to the development of an organization. Even though it cannot be quantified like land or other assets, it is still the most important capital. Since the human resource capital is related to the employee's abilities, skills and professions, and human resource capital has its difference, timely quality, and creativity as individuals, there must be training and education and time's experience to transform their skills and capabilities to different products and services. In other words, to transform human resource capital into applicable human resource, and achieve the goals of the organization 10. Since the human resource capital has its effect of increasing over time, thorough planning is required to satisfy individual career demands in order to keep the best people at the job. The more the human resource capital it has, the stronger the organization would be.

Once the organization has its rich human resource capital, to maintain its competitiveness and create greater values, it has to apply effective management. The point of human resource management is to understand the needs of the members, and to encourage their working abilities through education and training in order to achieve the organization's goal. Thus, human resource management is to allocate all the human resource in the organization and put them into good

use. This procedure is also in the form of different policies, regulations and management means that would affect employee's behavior, attitude, and efficiency 11. In other words, the right person should be in the right position. Over the years, human resource management has considered employee as the most important assets. Pressure management, security and health, employee happiness, and employee relations are all included in human resource management in order to help the employees with what they need in daily lives. In the well-being environment, the employees can bring out their capabilities completely and create bigger values for the organization 12.

Human is the main body of organization activities, and also the key element of creating organization values. The effective human resource management is to let everyone in the organization gives their best and fully utilize all kinds of education and training. Also, it should discover and increase the performance of human resource, giving resource and benefits of the organization to make sure the source and application of human resource are sufficient. Last, by maintaining its high performance and the will to stay, it can prolong their service and improve the organization's capabilities 13.

The basic vision for navy's human resource management is to keep the talents, train the talents, and use the talents for the organization. Its main content can be divided into the acquiring of the personnel, the development, the utilization, and the encouragement. The specific work orders are as follow 14:

- 1.Organization design: deciding the coordination of each task and how each other would cooperate.

- 2.Work analysis and design: deciding the content of the job and the qualifications for required personnel.

- 3.Human resource planning: predicting the future situation of organization human resource.

- 4.Recruitment and selection: gaining high quality human resource for the organization.

- 5.Training and development: improving the organization's human resource quality to meet the requirements of all jobs.

- 6.Efficiency evaluation: tracking down working problems, seeking solutions, and provide personnel changes and reward references.

- 7.Encouragement and leadership: establishing organization commitments, and encourage employees to join in order to achieve the organization's goals.

- 8.Organization and member's relationships: establishing balanced relationships, secure environment, and reasonable discipline in order to lift the morale.

The navy should refer to the methods of corporations, starting from strengthening human resource management, and constantly adjusting its footsteps. It should try to keep its flexibility in concepts and values in order to deal with the future environment. As to every navy members, they need to be assigned to the befitting positions for service, and promote the benefits and evaluation system to screen out the good from the bad; also, by planned training, education, and developing, the officers will have a clear and obvious career options and development.

Combat capabilities are the cornerstone for a nation to sustain and develop. With the help of outstanding navy officers, the tasks in every level can be carried out smoothly. By having the improvement made from the organization and personnel, we hope it can help strengthen the quality of all unit's human resource, and hence improve our nation's combat capabilities.

The Recruitment and Selection of Navy Human Resource in Practice

Peter Ducker has pointed out, from the competitive point of view, the future strength in competitiveness will be decided by the quantity and quality and production of educated human resource. This indicates that the importance of human resource. Besides showing on utilizing different resources, the source and gain of human resource can truly influence an organization's growth and development 15.

Navy is a professional army that has profound traditions, in which the epicenter of training human resource. Thus, without good human resource management, the purpose of combat readiness would be hard to fulfill, and the challenges of future environment would be great difficulties. Therefore, good human resource management is the future direction for the navy. Human resource management should consist "selecting, training, using, keeping, and discharging". Every navy officer after graduation should be included into management, and rotate

into different level of positions in order to receive different working experience, and allow the manpower to fully express its potentials. In order to achieve the goals of "training for works, selecting to train, working while training, and combining training with selection," the navy has conduct the content to base on the safe development of the whole nation, ensuring to achieve the missions successfully. And to fulfill the requirement of manpower caused by enemy threat, providing sufficient navy human resource in quality and quantity for the needs of preparing to fight". By the circulation of "selection, training, working, qualifying and disqualifying", we can implement planning, executing, monitoring and examining to fulfill the need of building military force. How to plan the future navy human resource recruitment and management under principles of honor, fair and open, is truly an important task for navy human resource management. I will discuss them in five different aspects as following.

a. Recruitment and Qualification

In the Book "From A to A+" the author has mentioned, "If you can attract the right people to get on the bus, making them sit in the right spot, and let the disqualified people off the bus, you guys can figure out how to get to a wonderful place." This is a best definition for the importance of making the organization better and utilizing human resource properly via human resource management 16. Organization and manpower are the key elements to navy's combat capabilities. Even though the budget of national defense is gradually decreasing each year, the ideal to find the right people in the right spot is still important. Through professional recruitment, screening, training, examining, and welfare system, navy can gather and educate sophisticated and enthusiastic human resource capital. It can also plan its infrastructure for future preparation in combat, and integrate human resource to achieve organization goals effectively. Recently, the social environment has changed rapidly, the source of high quality human resource becomes less, which directly impact the recruitment for every unit. Thus, to organize future human resource recruitment, we should try to recruit mostly short term employees, and control mid term employees, and evaluate long term employees. We establish the needs for recruitment, and fulfill the professional requirements, to support the missions of combat readiness.

b.Training and Development

To develop and train a high quality work team, the organization must constantly improve the personnel's abilities in all kinds of aspects. Once the organization hired the right employee, the organization must continue to train them and educate them with the organization's values and standards to ensure the employee's efficiency. The organization's training would directly influence the work efficiency 17. Therefore, to let the organization grow, besides having regular or casual seminars to train the staff for self improvement, the training can also strengthen the worker's identity to the organization, and together help presenting the high quality values of the organization. The important issue for future recruitment is to emphasize on effective distribution of human resource so that the right people can go to the right position. By integrating the resources in education and regulating the duty, improving quality manpower, and allow staff to work in their best position, the national defense can then work coherently to take on different challenges domestically or abroad, and fulfill the goal of building forces with combat readiness.

c.Evaluation and Reward System

Evaluation is a examining system used to assess the workers' regular performance and attitudes, interactions and future potentials. The evaluation is an essential influence on the employees behaviors in work. When the organization use evaluation to assess the employees' performance, the employees will learn from the evaluation about what the organization expect them to do and perform. Encouraging employees to achieve their goals is the major reference for the organization to judge the employees' efficiency 18. Due to the policy of recruiting soldiers and downsizing military personnel, training and educating professional personnel is of utmost concern. Whether in establishing troops or combat readiness, the training of personnel is the most important thing. For years, the navy has trained a great deal of quality personnel. Yet, due to the thorough planning for management, the basic staff are still stuck with basic works. Some outstanding officers would seek to train abroad and acquire higher

diploma; however, the lack of suitable positions drives them away and the human resource and training resource are wasted 19. The organization needs to find out how to vitalize human resource via proper human resource management, such as assigning suitable positions, creating proper reward and promotion system, so that it can attract outstanding personnel 20.

d. Setting Up Organization Culture

Organization is an important structure to mobilize working. The pros and cons of an organization would deeply influence on the organization's performance. In the book "Seven-Eleven in Taiwan, Mutual Benefit Management", it mentioned how Seven-Eleven build up an environment in which the workers feel happy and therefore willing to practice the common welfare of society as a mutual beneficial corporations. In order to ensure the corporation's sustainability, Uni-President started to push the corporation organization culture. By letting employees understand the future objectives of the corporation, the employees are then more willing to work and feel attached to the team 21. To establish a thorough personnel position regulations and effective staff retirement program, the principles of maintaining dignity, securing rights and proper placements combining with organized, sophisticated plan, the organization is successfully integrated, and achieved the goal of enhancing its strength 22. The design of navy personnel is based on the needs of "reducing top executives and expanding basic level employees", and gradually adjust the structure. Also, considering the mission specification, organization functions, operation requirements, combat readiness, education and training, and management decisions, etc., these are the elements to complete the planning 23.

e. Putting Evaluation and Examination Methods into Practice

The training of personnel often emphasizes that the purpose of the training and its target function should be combined. Yet, more talented people are being driven away because of the conflict of the rules, changes of the organization and difference between conceived perspective. In the military field where man and man compete against each other, often it's the ones with better durability and mentality that stay till the end 24. If we are to construct a professional and modernize naval force, we need to be able to select the best and leave out the disqualified by giving solid evaluation and examination so we can recruit the best personnel. Each officer should abandon the wrong attitude and focus on executing the policy and measures to keep the best people in and leave the disqualified out. With the concept of rather having no one at the job than someone poor with the job, and strictly follow the rules to evaluate and screen in order to allow the best people have a wider range of development, and to devote themselves in the navy 25. In the fair and just environment, one should trust the personnel system and the evaluation, demonstrate the courage to improve oneself. Also, one should show one's positive work ethics and efficiency actively to fight for one's promotion. As to the ones that are misbehaved, ill-mannered, or lack of work ethics, they should be screened out and discharged. Those who cannot meet the standards should be excluded in order to establish a responsible and efficient team. And hope by doing so, the quality of the officers can be improved as well.

Conclusion

Human resource recruitment is a work that needs long term planning and sustainability. The success in recruiting high quality human resource from society is the crucial element to whether Navy can maintain its new generation force. In the future, navy recruitment will continue to push its work and bring the quality image of navy to every household and every aspect of society. This will allow the public to have a new understanding of "Navy" so they can trust and care and also be proud to join. Thus, recruiting outstanding personnel and strengthen national defense are the common direction for every member in the navy to work on.

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