

# The Necessity and Suggestion of Strengthening Management by Objectives in Maritime Administrative Agencies

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**Abstract:** Management by objectives is a modern management method aimed at improving performance and enhancing the operational and management level of an organization. In the early 1990s, a wave of management by objectives emerged in Western countries and was quickly promoted and applied in other fields. Chinese enterprises have also begun to introduce management by objectives into enterprises. At present, China's maritime administrative agencies are also continuously strengthening management by objectives, but its effectiveness still needs to be further improved. This paper takes management by objectives as the core, analyzes the problems in implementing management by objectives from the current situation of maritime management agencies, and puts forward suggestions on how to strengthen the management by objectives of maritime administrative agencies.

**Keywords:** Maritime Administrative Agencies; Management by Objectives; Necessity and Suggestion

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## 1. Introduction

Management by objectives is one of the earliest methods used in modern enterprise management. In the early 1960s, a company in the United States began to implement Management by objectives in the enterprise, and by the early 1990s, this method was widely used in many large enterprises in the West. At present, Management by objectives has become a very popular management method in foreign business circles. Since its rise in western countries in the early 1990s, management by objectives has also been introduced into Chinese enterprises.

At present, more than 40 administrative units, including the Ministry of Transport, have adopted management by objectives. Among them, China Maritime Safety Administration has established a relatively complete target system through the implementation of management by objectives, formulated "the 2019 Annual Objectives and tasks of China Maritime Safety Administration" and "the 2020 Annual Work Plan of China Maritime Safety Administration", and clarified the annual work tasks and key work of each maritime administrative agency. Through the implementation of management by objectives, the level of maritime administrative law enforcement has been improved, and the ability of maritime supervision has been enhanced. However, from the present point of view, there are still some problems in the process of implementing management by objectives: firstly, the lack of systematicness and continuity in the process of implementation; Secondly, the actual situation of each maritime administrative agency is not fully considered; Thirdly, the goal setting is unreasonable; Fourthly, the assessment is not scientific; Fifthly, the incentive measures are not perfect.

## 2. The Theoretical Basis of Management by Objectives

The theoretical basis of management by objectives is Maslow's hierarchy theory of needs. According to Maslow, human needs from low to high are physiological needs, safety needs, social needs, respect needs and self-actualization needs. Among them, physiological needs are the most basic needs of human beings, and the other four needs are derived from physiological needs, which are closely related to human survival. It can be seen that Maslow's "five-level need theory" has universal significance and is the theoretical basis of human management activities. According to Maslow, "individuals are at their best when they feel they have the opportunity to fulfill a mission." This point of view he put forward also fully embodies the principle of the unity of individual goals and organizational goals in management by objectives.

### **3. Status Quo and Existing Problems of the Implementation of Management by Objectives in Maritime Administrative Agencies**

Since the 1990s, China's maritime administrative agencies has introduced management by objectives and carried out a series of practical explorations. In the process of implementing management by objectives, China's maritime administrative agencies has formed a management by objectives model with Chinese characteristics. Firstly, the work goal is clear. In the process of management by objectives, each maritime administrative agency takes national laws and regulations as the basis and combines the actual situation of the unit to decompose the work and form a quantifiable and actionable work objective. The second is to assess and evaluate the completion of work objectives through regular assessment and performance evaluation. In the assessment and evaluation process, the assessment and evaluation subjects include superior departments, leaders at the same level, lower-level departments and employees. Thirdly, the superior competent department or the unit shall organize regular or irregular inspection and supervision to check and evaluate the completion of the work objectives. The fourth is to take reward and punishment measures according to the assessment results. Although China's maritime management agencies have made some achievements in the process of implementing management by objectives, there are still some problems: firstly, for the understanding is not in place, they failed to deeply understand the connotation of management by objectives; Secondly, they lack of systematic planning for management by objectives; Thirdly, they do not pay attention to the results; Fourthly, they do not evaluate the process and results of employees' participation; Fifthly, there are the problem of valuing results over process in performance appraisals. Although management by objectives has been implemented by our maritime administrative agency, the effect is not ideal, which is largely related to the defects of management by objectives itself. One of the main reasons is that our maritime administrative agencies have not really established a set of scientific system of management by objectives.

### **4. Analysis of Causes of Problems**

The awareness of management by objectives is not enough. The leaders of the maritime administrative agencies, especially the "first leader", lack a correct understanding and attention to management by objectives, think that it is the matter of the unit and the individual, and has nothing to do with themselves. There is a phenomenon of "hot on the top and cold on the bottom" in the unit, that is, if the upper level of leader attaches importance to it, the agency will attach importance to it too; If the next level of leadership does not pay attention to it, the agency will not attach importance to it either. A few unit leaders do not have a deep understanding of management by objectives, and regard management by objectives as a technical means. Therefore, the leaders lack of the awareness to implement management by objectives in the hearts of every employee. Organizational goals are not aligned with personal goals. Organizational goals and individual goals are unified, but individual goals and organizational goals are often different. The performance is as follows: firstly, the individual's understanding of the organization's goals is insufficient; Secondly, the organization's performance appraisal of employees is not comprehensive; Thirdly, employees are not properly guided to correctly understand the relationship between individuals and organizations. Goal setting is not scientific. The work tasks and requirements are not specific and targeted, and the responsibility is decomposed to people. This practice leads directly to "who does more and who does less"; "Well done, not necessarily well done"; "Work more, work less"; "Doing and not doing are the same" and other phenomena. There is a lack of necessary communication and exchange. Unit leaders do not pay enough attention to communication and exchange work, only passively complete the tasks assigned by superiors; Even if the task is issued by the superior, there is no timely communication, exchange and feedback with the relevant personnel. At the same time, management by objectives emphasizes process control and result control, but it does not pay enough attention to process control, and sometimes only emphasizes result and ignores process. Performance appraisal become a mere formality. Performance appraisal only focuses on the result, not the process, only pay attention to the assessment of process results and neglect the process method, focus only on individual contribution and ignore team contribution, only pay attention to the objective assessment and ignore the subjective assessment, only emphasize the requirements from external agencies and ignore the internal self-restraint and other situations. There is a lack of feedback and improvement mechanisms. It is common for unit leaders to fail to give feedback and communicate with staff and workers in time after setting goals, and staff and workers cannot give feedback and communicate with leaders in time after completing performance.

### **5. Suggestions for Strengthening Management by Objectives**

It is necessary to strengthen leadership, raise awareness, firmly establish the consciousness of management by objectives. In the process of implementing management by objectives, leaders at all levels should take management by objectives as an important task and give full play to the exemplary role of leading cadres. In the specific implementation, it is necessary to clarify the requirements

and responsibilities of the target, and promptly supervise and inspect the situations. An effective incentive mechanism and evaluation system should be established to stimulate the enthusiasm of employees to participate in management by objectives. It is necessary to give full play to the incentive and guiding role of evaluation, establish an effective incentive mechanism, and realize the combination of individual performance and organizational performance. In the process of implementation, we must adhere to the principles of openness, fairness and justice, give full play to the role of democratic supervision, and make workers clear what they should do and how to do it. The rationalization suggestions and opinions put forward by employees should be carefully studied and accepted. Publicity and training should be strengthened to improve the staff's understanding of management by objectives. It is necessary to carry out propaganda, training and education in various forms to enable employees to fully realize that management by objectives is an indispensable and important method in the process of enterprise management. A scientific and reasonable assessment index system should be formulated. Target tasks and assessment indicators should be determined according to the actual situation of the unit. The assessment indicators should pay attention to the principles of comprehensiveness, scientificity, operability and systematicness, and should include three levels of units, departments and individuals. The assessment results should be classified to facilitate the establishment of reward and punishment measures and incentive mechanisms.

## 6. Conclusion

In this paper, we discuss in depth the necessity and suggestion of strengthening management by objectives for maritime administrative agencies. Firstly, we analyze the concept and principle of management by objectives from the theoretical level, and then through the investigation of the actual situation, we find the problems in the implementation of management by objectives in the maritime administrative agencies, such as unreasonable goal setting and insufficient implementation. Then, we carry on the in-depth analysis of the causes for these problems, and think that these problems are mainly caused by the insufficient in-depth understanding and application of management by objectives, and the lack of effective management by objectives system and others.

In order to solve these problems, we put forward some suggestions, including strengthening the study and research of management by objectives theory to improve the understanding and application ability of management by objectives, establishing a sound system of management by objectives to ensure the effective implementation of management by objectives, strengthening the supervision and evaluation of the objective implementation process to ensure the successful completion of the objectives. In general, it is necessary and feasible for the maritime administrative agencies to strengthen management by objectives. Only by strengthening management by objectives can we improve the work efficiency and effect of maritime administrative agencies, better perform their duties, and contribute to the development of society and economy.

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