

CHALLENGES GENERATED BY THE MILITARY SYSTEM TRANSFORMATIONS IN HUMAN RESOURCES MANAGEMENT

Mihai-Bogdan ALEXANDRESCU¹

Stelian PÂNZARU²

Abstract: *The human resources management in the Romanian Army has always enjoyed a major interest not only for the leadership of military structures, but also for the entire Romanian society, considering that the army is the guarantor of independence, sovereignty and territorial integrity of our country. But its noble mission cannot be accomplished without well-trained personnel, with a high awareness of duty, with honor and dignity.*

That is why this article aims to analyze and make proposals regarding the management of this particularly complex resource within one of the most important state institutions - the Romanian Army.

Key words: marketing, management, performance, company.

JEL Classification: M31, L25.

1. Introduction

In the current geopolitical and security strategic context in the Romanian Army, transformation, development and modernization programs have been developed, in which the assignment of the necessary resources for

¹ *Spiru Haret University, Faculty of Juridical Sciences and Economic Sciences, Brasov, alexa2bogdan@yahoo.com*

² *Spiru Haret University, Faculty of Juridical Sciences and Economic Sciences, Brasov, panzarus@yahoo.com*

defense, respectively human, material and financial resources, has an essential role. The budgetary allocation of a certain percentage of the gross domestic product to the armed forces contributed to a desired final state, in terms of endowment of forces, operationalization, improvement of the training process, increasing Romania's visibility by participating in missions and operations led by N.A.T.O., U.E., O.N.U. An increased attention was paid to human resources in order to build this capability. (Alexandrescu, 2010).

2. The importance of human resources management in the activity of organizations

The current period we are living in is very complex and, in many ways, unique, characterized by numerous and intense changes in all areas of activity. For this purpose, fundamental changes have taken place, as that change has become the rule and the predominant stability is now a thing of the past.

Now, the modern society is defined, as can be seen, as a network of organizations that appear, develop and / or then disappear. But, the organizations, in order to achieve their goals, also depend on people who have limited physical and intellectual abilities (Manolescu, 2001). In this case, people represent a common resource on a dynamic labor market and, at the same time, a vital resource of all organizations that ensure their survival, development and competitive success. Without the effective presence of people who know what, when and how to do it, it is impossible for organizations to achieve their goals.

Specialists in human resources management ask questions, but also give answers, with the following content: "What is an organization without its employees? The suggested answer is that... nothing in the absence of human resources, possibly a lot of material resources, cheaper or more expensive."; "If we reduced the number of employees of the organization,

what would we be left with? The very simple answer would come immediately, ... not with much" (Păun, 2017).

The questions of the specialists in human resources management, with a certain pathetic accent, will be an alarm signal towards a problem that, in many cases, is not treated as it deserves - that of human resources.

In this context, organizations involve people and, ultimately, are influenced by their efforts. In this case, human resources are one of the most important investments of an organization, whose results become increasingly evident over time. This investment has proven to be the safest way to ensure the development of an organization and to ensure its competitiveness and future.

Human resources takes, as specialists decided, the first place at the strategic level of the organization. The fulfillment of the strategic objectives or their non-fulfillment depends, in the end, on the existence of the right people at the right place and at the right time, considering that on the labor market the supply and the demand can have special implications and create special problems (Dragomir & Pânzaru, 2014).

Human resources are unique in terms of their growth and development, as well as their ability to know and overcome their own limitations, in order to face current and future challenges and transformations. They are valuable, rare, difficult to imitate and relatively irreplaceable, being the only resources capable of producing and reproducing all the other resources available to an organization. In other words, people represent the active resources of the organization, because their potential, expertise and passion, their initiatives and development contribute decisively to increase the efficiency and effectiveness of organizations. Because all organizations involve people, they must provide the right employees, earn their services, develop their skills, motivate them for higher levels of development, and ensure that they continue to maintain their attachment to the institution.

3. The need to develop an efficient management of human resources in the military environment

One of the most important resources of the Romanian Army is the human resource! Have we heard this slogan many times? Undoubtedly! Political speeches were the most vehement regarding this. On October 9/22, 1862, when, by High Proclamation of the ruler Alexandru Ioan Cuza, the Personnel and Military Operations Directorate was established within the Ministry of War, this was strongly stated again. When a law regarding the military personnel is amended, this aspect is repeated. And a very important aspect: the concept of human resources management is part of the defense resources integration and the general trend of reform and professionalization of the army.

The term “resources” is defined by the Military Lexicon (Stancu et al, 1980) as "... the totality of the existing means at a certain moment necessary to satisfy some needs imposed by military actions". These resources also include human resources from the military system.

The specificity and role of human resources management in military organizations differs considerably from those in other fields, due to the particularities of the profession and the missions of those who have dedicated their lives to defending the homeland, without omitting, however, the common features of people in general. At the same time, the management of human resources in the military organization is influenced by several factors that make it particular to the civilian environment.

As evidence, the military is preparing for armed struggle, with sometimes less predictable risks, with a very high level of uncertainty. Therefore, the future commanders are ready to plan, organize, decide in a very short time sometimes, to direct and coordinate in special conditions the deployment of military actions.

Considered one of the most perfect pyramid systems of government, the military system requires that decisions to be taken by consulting and approving the next higher level (upper echelon).

From this perspective, we can appreciate that the military environment is presented in a unique situation: due to the strict hierarchy of military functions, as well as the direct and explicit character of the authority, the officer takes two distinct and contradictory positions: the agent of authority and the subordinate. Related to that, “The authority in the army is seen as a relationship between a military manager and an assigned, with the contribution of the control function of the upper echelon. Always, in military life the one who leads is, at the same time, subordinated to a superior authority” (Pânzaru, 2006).

In certain situations, when this consultation process cannot take place, the commander is put in the position of assuming the decision taken by himself, an act that implies a special moral and emotional burden, especially when, in certain situations, it is about life of the subordinates. And sometimes it is involved the life of tens, hundreds or thousands of people (subordinates), as well as that of collateral victims. Therefore, the military leader must consider the losses (human and material) that the military structure may suffer and make the decision that respects the legal regulations in force.

The legislation in force and military regulations determine the military to do what is moral and just. The behavior of the military must be characterized by fundamental moral values: honesty, moral integrity, loyalty to the country and the army, the structure of which it is part and to subordinates, the spirit of justice, etc. And, because we now approach the problem of moral education, “..... it can be stated that in the army it has a specific character, because it cultivates, in addition to the general moral norms and values, a specific morality, a set of values and principles underlying from the uniqueness of military activity and its traditions” (Pânzaru, 2008).

In the management of human resources in the military area, we are facing with two situations: on the one hand, commanders (officers, managers) skills development, related to the activities in peacetime and during combat, and on the other hand, training the subordinates for the fulfillment of the assigned missions.

The operation of the subordination functions toward a superior court brings with it the susceptibility that, within the personality of the officer, features such as self-control and conformity would be emphasized. On the other hand, the leadership function develops features such as dominance, control, decision-making and organizational capacity, but also influencing the behaviors of subordinates. Accordingly, the military leaders must be trained and perfected. They must have the intellectual and personality abilities to ensure the successful combination of the two functions: subordination and leadership, and the fulfillment in the shortest time and with the least loss of the assigned missions.

The formation and improvement of these features represent an essential problem of human resources management which, once solved, will lead to the development of a modern and professional military system (Arăvădoaicei, 1998).

From this perspective, the analysis and redesign of the human resources management in the army, focused on the marketing mix applied to the promotion of the military profession, recruitment, selection and preparation of candidates for military career, represented a priority and a challenge in this area (Alexandrescu, 2010). This was in order to avoid the major risk that the professional personnel of the army to be selected, qualitatively – out of social elements below the value standards imposed by the responsibilities of this profession, and on the other hand, quantitatively – below the required personnel. Obviously, these situations affect the country's defense capacity.

4. Challenges in human resources management in the Romanian Army

The management of the transformations that took place in the Romanian Army in the last quarter of a century has consisted in several stages, mainly: the orientation, accession and Euro-Atlantic integration. Those three stages were marked by three major strategic directions: NATO membership, EU accession and partnerships development.

In the actual geopolitical and security context, the field of human resources has taken a central place in the complex process of transformation of the Romanian Army, this approach involving legislative harmonization, but also a quantitative and qualitative structural reform.

The participation of the Romanian Army in the Alliance's efforts in the field deployment, in the multinational exercises of force assessment and certification or crisis management was, every and each time, a fundamental element in the transformation process. Their success highlighted the quality of the existing human resources. Related to that, there are well known and quite visible statements of many partners within the Alliance regarding the level of the Romanian military training.

Using NATO's strategic analysis model - DOTMLPFI (doctrine, organization, training, endowment, leadership and education, human resources, infrastructure and interoperability), it operated with doctrines and concepts of the NATO alliance, being organized multinational military structures and reorganized division, brigades, etc. From the training point of view, we have battalion-type units that participate in missions in the field of multinational operations and exercises, according to NATO standards and procedures at the level of all categories of forces and weapons commands.

The current pandemic has oriented humanity even more towards telework, through online activities. We mention that in the military field, many activities were long before the actual stage carried out based on information

systems, human resources management taking benefit from the advantages of this area. It is, however, obvious that in the next period even more of the activities in the field of human resources management will be digitized. Projects of existing computer applications such as SIGARSON, CAREER, ORDER, STANAG, REVISAL will be transformed into online modules tested and accepted by the structures with responsibilities in the field and which will join the well-known RESMIL, LEXMIL or AGENDA, in order to ensure an integrated process human resources management.

The above statements are supported by the new vision at NATO level, according to which technological innovations such as Cloud, artificial intelligence and Big Data developed in the aeronautical industry by IBM and Amazon will have to respond much faster in the future to various situations in the “complex security environment” (Săvuț, 2017).

Since the beginning of the army professionalization, some laws have been delivered: Law no. 80/1995 regarding the Statute of military personnel, Law no. 384/2006 on the status of voluntary soldiers and ranks and Law no. 270/2015 on the Statute of Voluntary Reservists. Of course, their elaboration was done with the involvement of military experts who put into practice the decisions of state institutions. Over time, these laws have suffered additions and modifications, being updated with the transformations that have taken place internationally and nationally.

The beginning of the military career can be done in several situations, from college admission to the age of approximately 30, after graduating a master's degree. Each stage involves, from a minimum, compulsory military training, to the specialization and improvement in correspondence with the position / positions subsequently taken up.

The army reform consists of the military renewal by building the organizational framework favorable to the regime of effort necessary to obtain

the military performance. The ultimate objective of the reform is not, or should not be, the structure, but the military.

The reform is not designed against the people, being, in fact, against those conservative and harmful elements that stop it, demotivate the military to achieve performance. To integrate the military in a new structure means to succeed in the reform process to act on those variables that will give the military new capabilities and abilities, not found in the old organizational structure.

Improving the training of the military cannot be achieved without providing them with a state of mind characterized by a positive motivation and a strong will. Without satisfying these conditions, the military will not be able to improve their training, failing to become, in the process of training and improvement, true leaders, meaning a specialist in the management of military actions, human resources.

The reform of human resources within the military system lays the foundations of the pyramid model of the personnel structure, especially of the officers. The pyramid model means performance, and this makes the existence of the military system (Păun, 2017).

The potential specialist in human resources management must have a motivational and volitional system that will ensure his success in achieving the proposed performances and, which, most of the times, coincides with the performances of the new organizational structure. To become successful, the military must be well prepared and motivated. These are the basic conditions that ensure success in military action. It is observed, therefore, that performance not only requires professionalism, but it even conditions the ability to motivate and persuade. The military leader must realize that without these qualities, military action is subject to failure. At the same time, he is constantly in the center of attention, he is constantly observing, studying, analyzing, judging and criticizing (Pânzaru, 2007).

The management of human resources in the military organizations is also concerned with the future of those who will be put on reserve status. This stage in the military's life must be supported by professional retraining, in order to be integrated into civil society with maximum efficiency. The most important, but also the most controversial opinion is the one in which a maximum age limit is provided for each category of military. This is because if, by a certain age, the person concerned has not decided or demonstrated the qualities necessary to continue his military career as a non-commissioned officer or officer, he must return to the labor market for another job.

Related to that, a greater connection of the institution with the society can be created and it would emerge from the increasingly dangerous state of isolation, as a closed, hard-to-reach area. Now, the specialized structures in the field are trying to find solutions, acceptable and applicable.

5. Conclusions

We believe that in the future, human resources management will have a number of specific objectives, as follows: rehabilitating the military career of the officer, as a model and practice, in accordance with the theory of human resources management and the experiences of modern armies; achieving a balanced hierarchical structure of the corps of officers in relation to the studies completed, by grade, experience and age; the use of a recruitment and selection system that retains the staff with the best potential for military service; building a flexible and motivating career advancement system for all military personnel, regardless of their rank, based exclusively on professional competence and performance in the position performed; further sending to studies abroad at the profile military academies of the military that prove a real development potential; framing the management functions of the structures at the base of the military hierarchy with officers who have a limited career.

Of course, the evolution in the military career means the maintenance and promotion of the competent personnel, but also putting up to the reserve status of those without potential and development perspective. This “route” in anybody’s career is based on elements related exclusively to the individual: performance in current and previous positions, competence for the next position, development potential, elements that represent the essence of human resources reform in the Romanian military system.

Management of the structures and forces of the Romanian Army that participate and will continue to participate in operations abroad and in multinational exercises, training personnel abroad to operate the new equipment, generating force structures for various emergencies assumed at national level and internationally are just some of the medium- and long-term challenges that human resources specialists will have to meet.

At the same time, it is necessary to remember that the quantitative but also qualitative dimensions of human resources impose costs for promotion, recruitment and selection, time for training and instructors.

Beyond concepts, structural transformations, endowment with equipment and weapons, infrastructure, technological innovations, software and other factors that depend on ensuring our national security and honoring the tasks assumed as a NATO partner, it is important to always have at the center the ROMANIAN MILITARY, because "Man is the measure of all things"! (Protahoras - Greek philosopher).

References

- Alexandrescu, M., B., (2010). *Human resources marketing in the Romanian Army- Policies and strategies*, Bucharest: Military Publishing House
- Arăvădoaicei, Ghe., (1998). *Management of the organization and military action*, Bucharest: Sylvi Publishing House

- Dragomir, C., Pânzaru, S., (2014). Managerial performance. *Review of General Management*, 19 (1), 49
- Manolescu, A., (2001). *Human resources management*. Bucharest: Economic Publishing House
- Păun, I., (2017). *Human resources management in the military system - characteristics and role*, accessed:<http://www.codrm.eu/>
- Pânzaru, S., (2006). *Management of military activities and actions - psychosocial foundations*. Braşov: "Henri Coandă" Air Force Academy Publishing House
- Pânzaru., S. (2007). *Management of structures, activities and actions*, Braşov: "Henri Coandă" Air Force Academy Publishing House
- Pânzaru., S., (2008). *Organizational behavior management in military activities and actions*, Braşov: "Henri Coandă" Air Force Academy Publishing House
- Săvuţ, S., (2017). Challenges of transformations in human resources area. *Human Resources Bulletin, 2nd Edition*. (12), 87. Bucharest: Technical-Editorial Center of the Army
- Staicu, S., Atanasiu, D-tru. et al., (1980). *Military Lexicon*. Bucharest: Military Publishing House