

FEATURES OF HUMAN RESOURCES MANAGEMENT IN MILITARY ORGANIZATIONS

Bogdan-Ioan CÎMPAN¹

ABSTRACT

Military organizations have developed a human resource management performance by which to encourage communication, internal conflict solving, motivation and employee involvement in decision making. This paper aims to identify the features of human resource management in military organizations, the ways to develop and possible solutions for improving performance management. Based on documents, observing participants and on discrete measurements we were able to identify the need for a special post in each military unit that will be occupied by individual career manager.

KEYWORDS: *feature, human resources management, individual career manager, military organization*

JEL CLASSIFICATION: *O15, M11*

1. INTRODUCTION

Globalization, social development, cultural diversity, economic crisis, cultural specificity of regions are very important factors in human resource management (Muscalu, E., 2011).

This study is dedicated to a topic of great interest in the political and economic context of our country, namely human resource management in the military organizations in Romania. The economic and political context, the fact that Romania is a member state of the European Union and it is part of the North Atlantic Alliance and the policy of Romania's accession to Schengen, highlights the importance of military organizations and their management. Needs to build relationships, to help develop people to meet individual expectations of the organization, to support participation in foreign missions or to entry to competitions for positions within the central structures of European international organizations are very important in all organizations. Structural adjustment, individual improvement, modernization of management, encouraging personal development and staff motivation are basis for achievement of performance.

2. HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONS

The art of leadership involves achieving certain objectives with available resources and most important of them is the manpower. Without proper management, without proper use of it and without an efficient human resource management, organizations can't develop.

According to the Explanatory Dictionary of Romanian language, management means organizing and managing businesses, the efficient use of human, financial and material resources of an organization.

In his book "Administration Industrielle et Generale" (Fayol, H., 1916) mentioned that management means to manage, to organize, to command and control.

Some authors (Tănase, I., 2012) appreciates that human resource management is a management activity which makes people to achieve the desired performance. Managers begin by giving people jobs, coordinate them; they pursue their performance to success. They are designed to motivate and to guide them to act efficiently and effectively. Organizations leaders want their goals to be fulfilled

¹ Ph. D. student, Faculty of Management, Academy of Economic Studies, Bucharest, Romania, bogdancimpan@yahoo.com

and for that they are looking for solutions. As finality for human resources management I mention reaching the proposed objectives by modeling people and adapting the organization.

Organizations have developed over time the human resources management. The need for adaptation, technological progress and changes in society, economic and political context has prompted managers to adapt policies in human resource management to achieve performance. (Stanciu, Ș., 2001) appreciates that only organizations adopting flexible and alternative management policies can survive. Most organizations leaders have tried to keep up with current requirements and therefore, they invest in human resources, support access to training and they encourage improving skills, knowledge, abilities (Yongmei, L., 2007).

Human resource is the most important factor to ensure the effectiveness and efficiency of the organization made it his endeavor to achieve the objectives for which it works.

In some organizations, other than the military one, human resource management features can mean the difference between making a profit and losing money, may be the path to success or the road to bankruptcy, can promote the organization among the best or may sink to dissolution. In the military one we can talk about a specific human resource management. Here are formal relationships, roles and statutes are clearly defined, here is a proper system of stratification; here we find vertical subordination exclusively and we have a hierarchy of ranks and functions; also we identify in these structures the principle of unity of command.

The main functions of the organization are: planning, organizing, training, monitoring and evaluation (Chișu, V., 1997). In military structures these are:

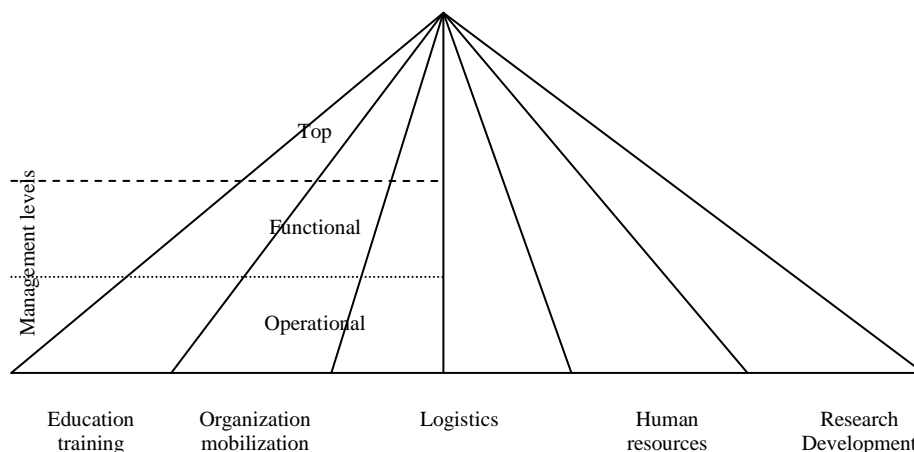


Figure 1 Main functions of the military organization

Source: Adapted by Belehuz, C., (2007, p. 16)

3. HUMAN RESOURCE MANAGEMENT IN MILITARY ORGANIZATIONS

Human resource management in military organizations in Romania has a very important role. Therefore, both the Ministry of National Defense and the Ministry of Administration and Interior have created distinct structures of human resources, called Directorates, namely Human Resources Management Division (DMRU) and the Directorate General for Human Resources Management (DGMRU).

DMRU is part of central structures of Ministry of National Defense that develops and monitors strategies, policies, regulations of human resources. This direction issued in 2005 the concept of human resource management in the Romanian Army, which contains projects that addressed content management system reform of human resources as a whole - staff positions and motivation for a military career.

DMRU organization is structured as follows:

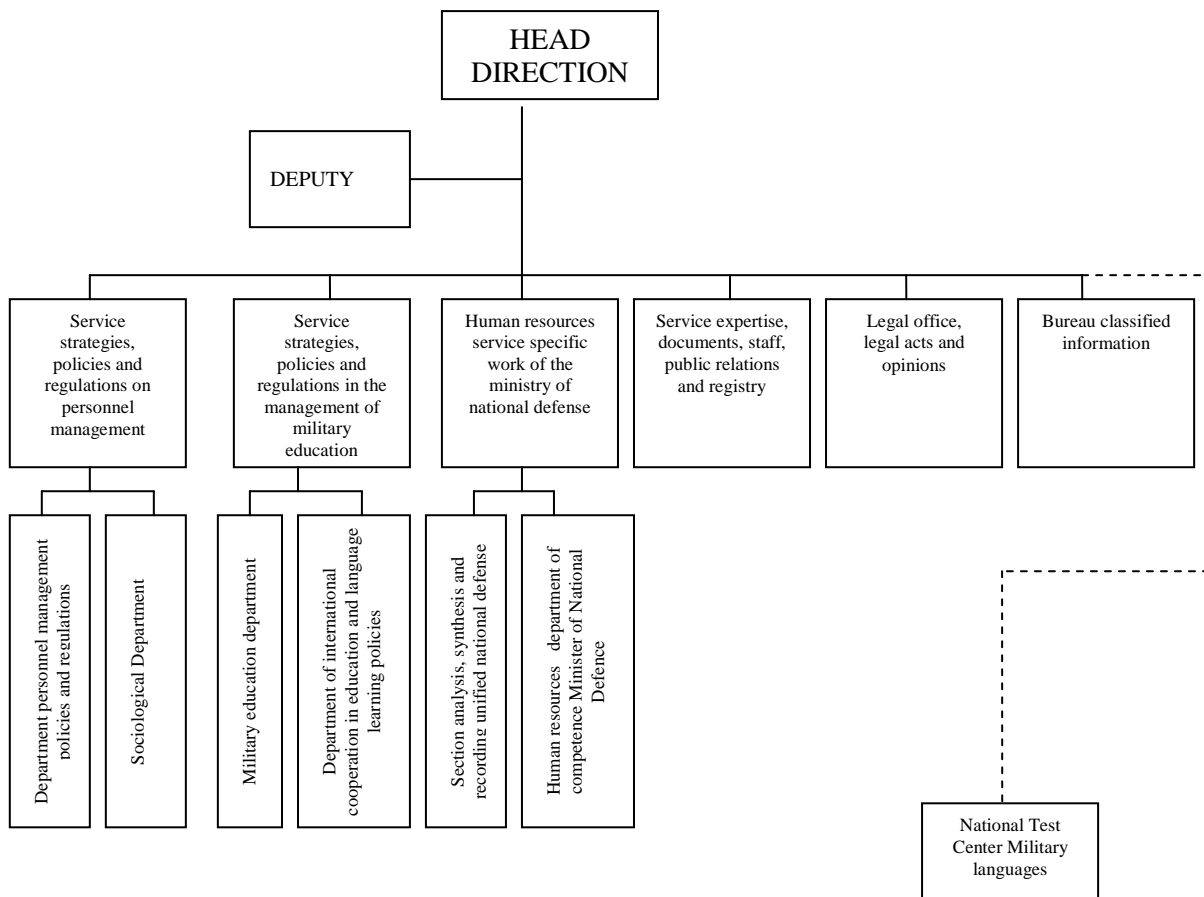


Figure 2 Human Resources Management Directorate Organization of Ministry of Defense

Source: Adapted from <http://dmru.mapn.ro>, accessed October 2012

Directorate General for Human Resources Management (DGMRU) of the Ministry of Administration and Interior is part of the central structures and monitors, directs, coordinates and controls the human resources. In this directorate are developed personal strategies, human resources policies, performance evaluation criteria, details of the selection and recruitment. Also is controlled how their implementation are done (www.mai.gov.ro).

In every unit there is a human resource department who has activities in the field of implementation of tactics of personnel policy and is responsible of defining, analyzing and job design. It coordinates, organizes and control selection, recruitment and evaluation of human resources. This structure establishes the career management, helps and advises the staff which is leaving from organization in various forms, like resignation, dismissal, retirement or transfer to other structures.

In military structures personnel policy is designed centrally. Standards of performance and quality indicators are well established and the recruitment principles, requirements and the organization needs are well known. Recruitment and selection of military personnel are according to the law and the principle of equal opportunities is respected.

In terms of recruitment, sources may be internal, within the military system, or external. Because there are military educational institutions is well known that the number of graduates will be employed in organization structures. By the estimate of human resources on medium and long term, by the existing vacancies and those that will be cut off, or will turn or reorganize, it will be established the number of seats for admission in military school. So, a large part of staff needs will be covered. There are specializations that must be trained in civil institutions and this is where the recruitment and selection of the external source begins. Thus, according to law, the number of vacancies, the human resource needs of specific search, recruiters start the process of selection and recruitment.

In military establishments, in addition to the skills and competencies required by future post, there are some specific requirements like reliability, discretion, availability of physical and mental effort, loyalty to the country, to the principles and values of democracy; respect the country's laws and the accept for partial or complete restriction of rights and civic freedoms. Staff will be subject to security checks provided for determining potential incompatibility elements for access to classified information. To modernize human resources management system, it was developed a system to promote the military profession, recruitment and selection, both for military, for soldiers and volunteers, consisting in information, recruitment county offices and 3 regional centers for selection and orientation. Through these centers occurs recruitment and selection process for both military high schools and higher education institutions and petty officer schools (NCOs).

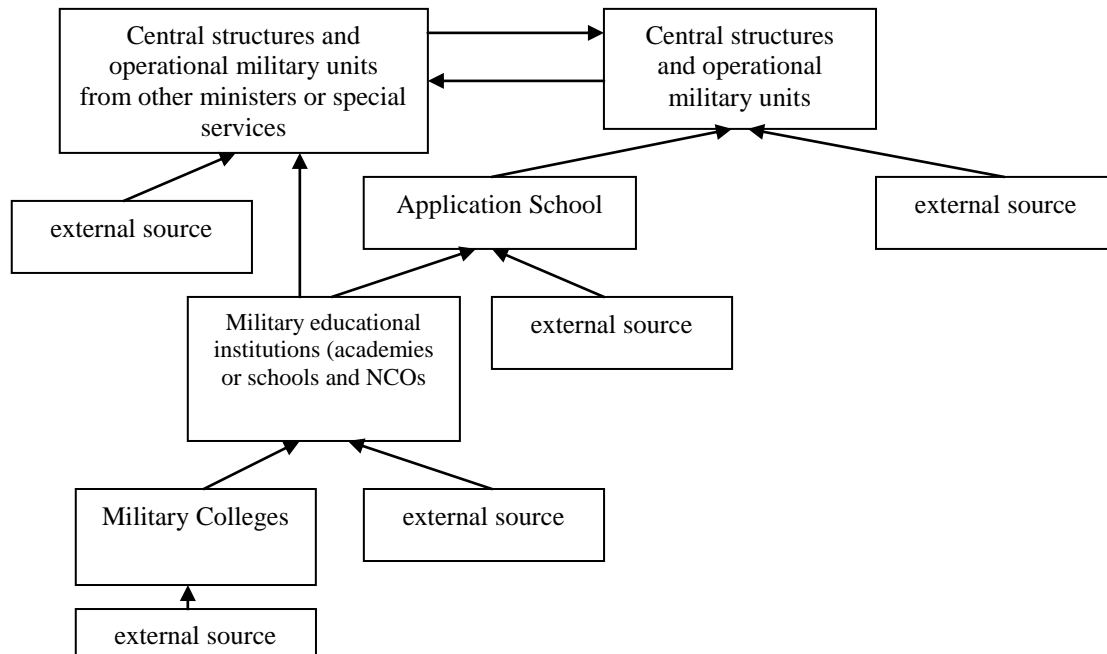


Figure 3 Recruitment sources in military organization

Source: author

Recruitment, selection and employment have specific structures that can occur at any level of the external source. This has advantages as well as disadvantages, like are mentioned in the table below:

Table 1 Advantages and disadvantages of recruitment

Internal recruitment	
advantages	disadvantages
<ul style="list-style-type: none"> - Increased employee morale - A better evaluation of the skills - Motivating Performance - It creates chains of promotions - Hiring outside is made only at the bottom-"input" 	<ul style="list-style-type: none"> - Reproduction organization - Decrease morale of failing - Generates an internal political struggle for promotion - Requires a management development program very well done
External recruitment	
advantages	disadvantages
<ul style="list-style-type: none"> - Organization receives new perspectives - Cheaper option than a professional training - It is encouraged to create political groups within the organization 	<ul style="list-style-type: none"> - The possibility that selection may not be suitable - Decrease morale for the internal candidates - Need a period of "adjustment / orientation"for new employees

Source: Adapted by Tripon, C., Managementul resurselor umane (2000, p. 51)

4. INDIVIDUAL CARRER MANAGER

Some authors, (Oniciuc-Corduban, I., 2009), identifies the element of novelty in military organization namely individual career manager. He is a specialist in human resources in specialized structure that designs, organizes, coordinates and is monitoring the activities of individual career plan for military personnel. He has responsibilities in different parts such as monitoring the evolution and progress of each individual career military framework. He establishes and maintains a permanent orientation of the military staff; also gives advises about opportunities and options for career development, staff vacancies and their specifications; knows which are the functions that he can achieve on the next level of his career, what are the training requirements and professional development opportunities. He assists the selection committees by preparing and providing the necessary documents. A person who wants to be promoted in rank or in a function must go to this specialist and find out which function is better for him, what courses he must attend and the main requirements of the new job. Career Manager operates plan career, advancement plan and succession plan next degree positions.

The military organizations must change, they must adapt to the challenges and needs of today. Here, there are a number of projects initiated and completed in the field, as is the case of system failure unified management and staff positions. Such a system would be a radical improvement of human resource management, planning would allow real job needs, the number of military specialties required to be enrolled in educational institutions will be known, military leaders would provide real and actual evidence of human resources of the organization.

In view of the above, in the present stage of integration of the Romanian army in the European Union and North Atlantic Treaty Organization, in human resource management it is a priority to change regulatory framework, namely the adoption of a new law of the military and subsequently internal regulations implementing its provisions who describes the career paths of development of military career. Also it will be necessary to implement a unified management system and staff positions, a better development and implementation of a system of individual military career management to ensure transparency and to promote equal opportunities for all military staff.

5. CONCLUSIONS

In the military organization it must develop the concept of individual career manager. By this, would significantly improve human resources attracted to military structures. Selection and recruitment data would benefit because it offers reliable and true things. There would be encouraged a decrease in recruitment from external sources (so-called indirect pathway). This would have positive effects on the whole organization because their staff will be stimulated and encouraged to promote. By encouraging people from organization to promote, their motivation to be truly professionals will increase, the morale it will be high and performance standards will be achieved. A man prepared over at least four or eight years in their structures will truly be better than the one trained several months. It may occupy a position once you graduate educational institution, unlike the person from external sources, which will be prepared, trained a period of time. Even in economic terms is an advantage because staff will follow internal source only courses of short duration, rest time is available to the organization for use in achieving goals. Of the external source will be the entity to pay wages and to prepare it for period of time, can't benefit from its powers only a while.

Unlike a civil organization, military organization requires careful management of human resources deployed. That's because of risk factors, like working with weapons and ammunition, executing missions in theaters under high stress, going in training camps. This is why military leaders must give more importance to human resources management. There must be a better estimation of the staff categories and of the necessary people specializations. Managers should encourage individual career development.

Individual career manager can be a new function in military organization that can stay at the basis of the individual performance improvement and the progress of the organization. Human resource

could be closely assisted, better guided for career growing and will know which the next steps are following, in terms of professional development. From the point of view of scientific knowledge the emergence and spread of such functions would be a real gain in all organizations, not only in the military one.

The basic principle of human resource management must remain continuous improvement of staff that can translate the quote "Give a man a fish and you feed him a day. Teach him to fish and you feed him all his life" (<http://www.rightwords.ro/folclor/da-i-omului-un-pestes-si-va-avea-de-mancare-o-zi-invata-l--4740>).

6. REFERENCES

- Belehuz, C., (2007), *Managementul resurselor umane în sistemul apărării și al securității*, Editura Universității Naționale de Apărare "Carol I", București, (p. 16).
- Chișu, V. (1997). *Managementul strategic al resurselor umane, Note de curs*, Editura Lumina Lex, București, (pp. 20-45).
- Fayol, H. (1916). *Administration industrielle et generale, Bulletin de la Societe de l'Industrie minerale*, Saint-Etienne.
- Muscalu, E., Stăniț, A. (2011). *Human resource management – The role and importance of multinational companies*. International Conference European Integration – New Challenges, the 7th edition, Oradea.
- Oniciuc-Corduban, I. (2009). *Cariera individuală - prioritate în modernizarea managementului carierei în Armata română*, Gândirea Militară Românească, nr. 3, (pp. 96-97).
- Stanciu, Ș. (2001). *Managementul resurselor umane*. Editura Bren, București, p. 47.
- Tănase, I., Lefter, V. cond. st. (2012). *Managementul resurselor umane în condițiile crizelor politico – militare contemporane*, Editura ASE, București, p. 97.
- Tripon, C., Dodu, M., (2000). *Managementul resurselor umane*, București p. 51.
- Yongmei, L., Combs, J., & Duane Ireland, R. (2007). The value of human resource management for organizational performance. *Paper presented at Kelley School of Business, Indiana University*. Bloomington.
- Dicționarul Explicativ al Limbii Române, 2009, ediția a III-a, revizuită și adăugită, Editura Univers Enciclopedic, București.
- Duties of General Directorate for Human Resources Management*. (2012). Retrieved October 14, 2012 from www.mai.gov.ro/index07_10.htm
- The Organization of Human Resources Management Directorate* (2012). Retrieved October 14, 2012, from <http://dmru.mapn.ro/foto.php?foto=organigrama>
- Citate celebre, Folclor, Cenanclu*. (2012). Retrieved October 14, 2012, from <http://www.rightwords.ro/folclor/da-i-omului-un-pestes-si-va-avea-de-mancare-o-zi-invata-l--4740>