

## THE HUMAN RESOURCES MANAGEMENT ROLE IN ENSURING THE NATIONAL DEFENCE

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**Abstract:** *The aim of national defense is to ensure the democratic normality that the society, and the citizens aspire, based on the efforts that aimed at the establishment of legality, the economic growth, the social harmony and the political stability. This is achieved through the full exercise of civil rights and liberties, through conscious assumption of responsibilities, and the affirmation of a state as an active member of the community and international organizations.*

*In order to ensure the national defence, and in order to furnish a high security state level, the human resources represent an extremely important resource of the national defense and public order.*

**Keywords:** *national defense; human resources; society; security environment; management.*

### 1. INTRODUCTION

Obviously, an effective National Defence, able to ensure a high level of defence is given by the human resources quality, employed in the Public Order and National Defence System. It is imperative that, permanently, the human resource to be recruited, trained and instructed with rigor and responsibility, and this aspect means sustained financial allocations assumed by all the responsible structures of the state. In this context, we should note that financial austerities from last years, imposed to the national defense system, affected some stages of professional training of human resources, and this could be also revealed in the the Strategy of the military profession promoting from 2011 to 2015 in the sense in which "this couldn't be implemented only partially and with great efforts." [1]

### 2. THE CURRENT SITUATION

Currently, due to great financial constraints resulting from the global economic crisis, the quality of human resources belonging to the national defense system recovers the deficit created in last years. In the same context of financial deficits, the national campaigns regarding the promoting of the military profession, largely conducted through various forms of information from mass-media, have confronted many obstacles, in the sense that were not conducted according to the established and approved plan, being replaced with alternative options, less expensive and not so effective as the original. It is obvious that, if the trend of promoting the military profession would have been maintained on the same poor financial line, the consequences would have found in more many plans, affecting even the national defense.

We should mention that in recent years, the national strategy for promoting the military profession was replaced by various campaigns conducted on locally planes through regional, county and district military centers, with the support of local authorities and representatives of military educational institutions of the Ministry of National Defence. But, after these campaigns completing, it was found that these were not conducted in the best conditions, meaning there have not been produced and distributed enough promotional materials and broadcasts were not always the best form of presentation. Critics and the sensitive eye of the public could see that clips, banners and videoclips used during these campaigns were rather outdated, which denotes a system struggling between quite drastic financial limits, a system that is not able to keep up and to stay on the same line with the armies belonging to much more developed countries, military structures that implemented year by year, modern conception regarding the campaigns for promoting the military profession.

Another important element of promoting the military profession was the conceiving by the Human Resource Management Directorate with the support of the Staff and Mobilization Directorate from General Headquarter, of a series of promotional materials that were presented (shown) in the military expo-conferences organized by the Ministry of National Defense (e.g. EXPOMIL or BSDA - Black Sea Defense&Aerospace).

To increase the quality of human resources, which in time should visibly and effectively contribute to ensure an appropriate level of national defense, it was realized that for a correct identification and recruitment, it is necessary to conduct modern campaigns for promote the military profession, and this is possible only through an adequate and realistic financing.

Considering the extremely rapid evolution of technology, and adapting the entire national defense system to this development, it has adopted the idea to promote the military profession in the online space by creating a virtual space designed to the recruitment process which, currently, is in the final phase and which is expected to largely replace, with ones of the best results, the classic and perhaps obsolete promoting campaigns. In this sense, we remark that "it was designed a new recruitment site and were created profile pages on social media platforms as Facebook and Twitter"[1]

### **3. THE ROLE AND THE FEATURES OF THE HUMAN RESOURCES IN THE CONTEXT OF THE NATIONAL DEFENSE**

Our century society is in a constant motion and it presents itself as a network of organizations and structures that arise, develop or simply disappear, and in their place many others similar appear.

To these many and fast changes, it is necessary that the Public Order and National Defense system should fastly adapt, therefore, the Romanian military structures, and implicitly, the human resources belonging to this system. In such circumstances, people, representing the key resource, the vital resource of the military organization, through carried out actions and through the activities they participate in, should be able to ensure the continuity, the development and the achievement of all objectives, including here and the national defense.

The experience of the past and the reality of the present increasingly emphasizes that achieving organizational goals and achieve outstanding performance chariot military organization lies in its human resource and quality. Thus, it is obvious that human resource is the Romanian army one of the most important investment needed to fulfill obiectivelor organization.

Like any other performant organization, firm or company, the military organization spends significant amounts with the financial rights of the personnel (both military and civilian), and with other staff costs, and due to the percentage of expenditures rights staff throughout the whole budget, we can affirm that this category of costs is one of the largest expenditure and shows that the human resource is an obvious investment. But as is stated above, the investment in people has proven, over time, to be the surest way to guarantee the performance of an organization or company and is able to provide an attractive and competitive imagine, but also the interest in it from different points of view.[2]

Likewise, given the major changes produced by the human resource in the information society, we can say that the human factor has become even a strategic resource, replacing, without doubts, the financial capital. This is due to the fact that human resources, being the active part of the organization, are the single ones who are able to produce and reproduce any other resource existing in the inventory of an organization, contributing in an activ way to the increase of the organizational efficiency and effectiveness, and to the shaping of a positive image of the everyday life organization, on a local but also on an international plan.

To explain from another point of view the role of human resources in the ensuring of the appropriate level of national defense, it must be emphasized that decisions made by stakeholders on the effective management of human resources, in achieving the level we talked about, are among the most difficult. This is due to the fact that all human resources management functions and activities require the preparation and adoption of highly complex personnel decisions that need to assess various situations both legally and morally or ethically.

To illustrate what have been affirmed before, we can show that decisions on the selection and ranking of candidates with specific qualifications and experience for a management position in a central structure of the Public Order and National Defense System or for an abroad important permanent job assumed by Romania under international agreements, or the decision to improve staff on niche areas and even the dismissals decisions in the context of major system restructuring, are some of the personnel decisions that are extremely difficult to adopt.

However, decisions in the field of human resources management should be responsible, assumed, thought and prepared in terms of social responsibility and liability, and examined in terms of their impact, as well as that of the possibility of minimizing costs. In the decisions making process, regarding the use of human resources for the ensuring of an appropriate level of the national defense, the responsible factors must not neglect the traits/features or adaptability conditions of those who lead them for achieving the proposed real targets, such as: the experience in the domain where persons operate, people character and behaviour, their reactions in different situations (both positive and in case of a failure), the reactin to various material aspects and the impact in the event of unforeseen circumstances. Thus, the participation in solving these unforeseen events (that took place over time), revealed people experience or skill in different areas, and also, different qualities related to the stringent and specific soldierly life.

Human resource management decisions should always be adopted in accordance with both the personality, background and experience of persons which referred to, and the interests of the parties involved in this process. Therefore, the staff and the personnel of the Public Order and National Defense System, even if it is guided by norms, values and strict principles, cannot be treated similarly as being part of the same human typology, and must be approached differently because every military (officer, non-commissioned officer, soldier, public servant/ clerk or contractual civilian personnel is an individuality or a unique and distinct personality, with specific traits/features and having habits inherited from the area where they originated.

As we stated at the beginning of the chapter, given the dynamics of regional and international security environment, Romania must take account of all these changes and therefore must identify the best methods for fast adaptation of human resources to these changes. This is because people have a certain strength and a relative inertia to these changes (even if they are sudden or occur over a long period of time). But, all history and the experience in human resource management, accumulated over time, proved that human resistance to major changes is compensated, in an almost equal proportionality, by a great adaptability and by a integration to new situations.[3]

Although the man is able to adapt to the new, the practice of management in human resources domain proved that there were situations where organizational changes and units reorganization/restructuring are full of difficult moments, some of them - unforeseen and these can be regarded as legislative traps for those who have not managed them in accordance with all applicable legal provisions. At the same time, these reorganizations/restructuring involve specific level of risk, determined by a dose of unpredictability, and in some cases, even the behavior of those who strive to accept the new or to make the necessary changes may generate resistance to change.

Continuing in the same way, given the permanent reconsideration in time of the human resources in front of changes dictated by the integration of National Defence to specific international agreements, we may affirm that people are influenced by the time factor, because it takes a period of time to adapt mindsets, behaviors, habits, etc. at everything that is new, unknown or that suppose the implementation of new policies. It was also found that as strong as organizational and human resistance would be to new situations, the mentality and behavior changes are normal and will occur gradually, in the same time with changes in the system of human values. However, in the same context, it is necessary the leaders from the Public Order and National Defense system (regardless of field or specifics in operating) must be aware that, all this set of measures necessary to ensure the national defense, not must disregard that on the basis of occurring of these changes and human resources adaptation to, the human set of principles and values will change much harder, although this aspect is not always easily visible. This is because the personality features of those who are subject to change are firmly fixed in time, and some new rules imposed on them do not always have the same meanings as before.[4-5]

In relation to the fast development of society, dictated by the technological development, another problem identified at the level of the modern human resources management and, reported to their role in the organization development, is moving from practice work based on daily living needs to the work based on vocation that requires talent, originality, implementation of more convenient patterns or, simply, work that identifies with ourselves.

Another important element of how human resources in the Public Order and National Defense system can influence the application of some measures necessary to ensure the national defense is given by the cooperation between political leaders with responsibilities in this area, central structures chiefs/commanders of this system, local political leaders, military leaders/commanders and their subordinates. In this regard, the relations between all these people must unquestionably be generated by the principles of realism, objectivity, respect for human and organizational requirements, human dignity, regardless of the hierarchical position occupied throughout this whole relationship. If everyone involved in this relational system are aware that through their joining and cooperative efforts, will be implemented the steps necessary to achieve an adequate level of national defense, in accordance with foreign and domestic requirements, then all these decision makers must organize the resources they manage by the specific of the position they held, as to be able to achieve organizational goals.

Also in the process of providing an appropriate level of national defense, it is necessary that the Public Order and National Defense system, through the mechanisms that holds them, to motivate in a suitable way the human resources involved in this process, and the leaders of this system must get personally involved, as much as possible, related how the human resource is used but, at the same time, they must also directly participate next to it in order to perform, to achieve different missions and tasks.

Given the above mentioned, we may conclude that to achieve an appropriate level of national defense, is necessary to implement a modern conception regarding human resource management, and this should highlight the fact that people are not recruited and selected just simply to fill certain vacancies, but they should be identified based on their training and have to be attracted into the Public Order and National Defense system just to indicate their important role within this system.

## CONCLUSIONS

As shown in this article, the human resource is an extremely important resource of the Public Order and National Defense system which produces and contributes to a steady an appropriate level of national defense.

Under another aspect, the human resources of this system are thus formed, instructed trained, equipped and operated as to be able to protect people and precious property against risks that can appear both social scale and community, and, of course at a macro scale, much higher.

From another point of view, by the traits exposed above, human resources have the possibility to capitalize at a superior level, all other resources of the national defense system, including natural ones that are managed through the positions occupied by military leaders or others stakeholders/decision makers from this system.

Throughout this article, we could also see that human resources are extremely heterogeneous, in terms of their physical appearance, and in terms of intelligence level, education and creation. Human resources are different from person to person in several ways, not only physically and intellectually, but also in terms of moral-volitional or emotional configuration. Starting from these peculiarities of individuals, a proper management of human resource from the Public Order and National Defense system can be an important step for an appropriate level of national defense and the military organization needs this.

Reading this article, we understand that to defend Romania's national interests, thus ensuring national defense, as well as obligations under international treaties and agreements, it is expected the army to participate in the future at various missions abroad. But this time, the current level of training and endowment, and as it was proved in the recent years, Romanian forces can be deployed over long distances, in a relatively short period of time, for indefinite periods, under varying terrain and climate conditions, being in contact with different civilization and culture areas.

We believe that, as long as Romanian military forces will participate in multinational activities and missions, the national defense will be guaranteed, being a definite element of stability for our country.

Thus, considering the events related to the attacks of various important areas of the world, which took place lately, we must emphasize that for the maintaining of an appropriate level of national defense, military personnel Romanian forces will have to act, both now and in the near future in a modern and complex battlefield, fully computerized, that could take place in an urbanized area, and also have to exploit a technique more and more advanced and sophisticated. Therefore, it results the necessity that all Romanian army units and, in particular those already operational, to be optimally employed (staffed), as much as possible in a 100% percentage, with well-trained staff, motivated and supported in all actions.

We conclude that economic and social developments and the private sector developments will directly influence the military body. Thus, in the short term, the low number of jobs in the economy and maintaining a high unemployment rate on the labor market, coupled with a low number of vacancies allocated to students and pupils that absolved highschools and superior educational institutions, as a result of the restructuring of the workforce overall system-wide national does not affect the current needs of military personnel and therefore, neither the required national defense level.

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