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HUMAN RESOURCES MANAGEMENT EFFICIENCY IN THE MILITARY ORGANIZATION

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Abstract: The effectiveness of resources available to an organization depends to an extent to a more effective use of human resources. From this point of view, people are not only very valuable or precious, but extremely expensive and becoming more expensive, requiring appropriate treatment and efficient use.

The successful application of the human resources management implies a performance evaluation system, a system of employee incentives and results rewarding. This management system aims at the continuous cooperation of all employees in order to improve the quality of products and services offered by the company, its high performance and its objectives.

In this paper I will try to highlight the key ways of evaluating the effectiveness of human resources management and their application within the military organization and, last but not least, the effect they have on staff.

Key words: human resources, management, reward, employees, offered.

JEL Classification: M 12

1. HUMAN RESOURCES MANAGEMENT IN THE MILITARY ORGANIZATION

The military, through its structure, organization, activities, members, goals and objectives is an organization. As such, it constitutes a social system of the society in which it exists. In other words, the military is the social organization receiving from the society material, human, financial and information resources, manageable in full accordance with previously established goals and objectives. In this sense, a major role is granted to the defense resources management, in general, and human resources, in particular.

Detaching itself from general management, human resources management differentiated and automated, restricting its issue or subject matter and, consequently, has specialized, currently holding a well-defined place in general management.

Human resources management requires continuous improvement of activities of all employees to achieve organizational mission and objectives. Exercising that kind of management requires that each manager to be a model of behavioral attitude.

Human resources management possesses a number of features. The first one is of quantitative order in the sense that human resources meet a finite number of people who are members of a human group. A second feature concerns the human resources’ social character from the military institution. A third defining feature of human resources is their psychosocial character. Basically, human resources from the military are found in the form of human groups, of different sizes with different compositions, both quantitatively and qualitatively, made up in strict accordance with the specific tasks of each military structure.

People represent “undoubtedly the most precious resource as well as the key to any company or organization” (Melamed and Jackson, 1995). Thus we deduce, naturally, that the functions and importance of human resources management are constantly expanding, and that policymakers need to apply the principle of placing the right man at the right time. In other words, people are “the most valuable asset of an organization” [1], a truth highlighted by the famous proverb “the man sanctifies the place”.

Unlike tangible or quantifiable resources such as money, materials and equipment, human resources are characterized by and intangible and unquantifiable side, because people play an important role in shaping the value of the organization, whether public or private, civil or military.

The human resources of a military organization consist of people - commissioned officers, non-commissioned officers and petty officers, military employees under contract, civilians - working
effectively and through their work ensuring the achievement of its objectives, highlighting the other resources and striving to use them rationally. In this context, human resources management represents all the activities promoted by the organization’s leadership, at all hierarchical levels, to ensure optimal use of the available staff.

A coherent system of human resources management represents a necessity. This from a number of reasons, among which are the following:
- continuity of the activity specific to the military institution;
- relatively limited financial resources available for this purpose;
- complexity of the activity taking place in the military;
- different conditions in which military groups live, work and are required to act, in peacetime, during a crisis and at war;
- presence of the risk of injury or even death during combat missions;
- deprivation of certain civil rights (for example, to enlist in a political party, to be elected in public office).

The successful implementation of human resources management implies the existence of a performance evaluation system, of a system of incentives to employees and results rewarding. This management system aims at permanent cooperation of all employees to improve the quality of products and services offered by the company, the quality of its operation and its objectives.

2. PERFORMANCE EVALUATION, NECESSARY ACTIVITY IN THE ASSESSMENT PROCESS OF THE EFFICIENCY OF THE HUMAN RESOURCES MANAGEMENT

Performance evaluation can play an important role in fostering employee development: it strengthens their confidence, it can bring immediate material benefits by salary increases and awards, opens perspectives for promotion, clarifying certain career goals, enhances its ambition to raise his training level. As a tool that provides potential, human behavior and achievements assessment, performance evaluation aims at the optimal use of resources (Figure no. 1).

Also, performance evaluation is a systematic and highly complex process, which analyzes and assesses both the behavior work and performances of the members of an organization and the potential or its capacity to develop.

*Figure no. 1. The role of the performance evaluation system [2]*

Based on Figure no. 1, one can say that the role of performance evaluation is essential for an effective management of human resources, in the view of the many areas where this process is present.
Assessment of human resources assumes the existence of criteria which can be used to measure the standards which must be achievable, common and visible, and specifying the time intervals under evaluation. Since the evaluation of human resources “certain variables considered irrelevant are necessarily omitted” [3] one desires a time frame for observations, reflection and synthesis before the adoption of conclusions.

In general, performance evaluation respects the principle of hierarchy, meaning that individual performance will be measured by its direct superior, the performance of a subdivision by the next hierarchical level and the organizational performance by the top management.

The performance evaluation process is completed by providing ratings for employees who have undergone evaluation tests. Conventionally, five skill levels are allowed: very good, good and satisfactory (average), low and very low.

Performance evaluation is made on an ongoing basis by all managers in any organization. In military institutions the process includes all personnel, is conducted systematically and has an official character, trying a certain uniformity of assessment methods (by the existence of instructions). However, the analysis of the form used to assess military personnel (working assessment) does not conclude in a match between employee skills and job specifications, between activities and descriptions and it is quite difficult to direct individual efforts towards the needs of the organization.

In the military organization performance evaluation aims at highlighting the way in which a military fulfills his job duties and assignments in relation to professional military standards.

Issues to be taken into consideration are:

- Results in the performance of specific job requirements to which he belongs and of other duties / tasks all together, as well as results in the professional training in the analyzed period;
- Way in which he obtained those results, in terms of ensuring the necessary time and resources; obtained performance, compared to individual performance objectives and performance standards for all militaries evaluated. Also, each and everyone’s results and contribution will be identified in achieving the general objectives of the unit / subunit, as well as failures, shortcomings and needs to improve individual work performance in office.

A very important aspect to note is the successful completion of individual performance evaluation: weak performers always want the evaluation results to remain confidential, while outstanding performers wish that they be made public. Therefore the ones responsible for carrying out this type of activity must show tact in communicating the final results.

Performance of military personnel influences organizational performance itself. Management of military organization with the human resources department tries to obtain increased performance for employees through the various human resources activities. Thus, employee performance becomes a synthesis variable of human resources management efforts to ensure the right person at the right place and for the management organization to effectively use these people. Employee performance evaluation is used, therefore, to assess human resources management.

In addition to conducting assessments using other human resources management activities, they also serve to assess programs and policies undertaken by the Department of Human Resources for staff: training, job redesign, payroll systems, etc.

Methods and techniques of performance evaluation in work are numerous, and their evolution has been a continuous development. Also, these methods of evaluation in the organization consider both the assessments of managers on their subordinates and their self-assessments, and “colleagues and staff assessments and evaluation made by subordinates for managers” [4]. Thus, the evaluation processes would meet the expectations of the military institution and the imperatives of modern human resources management.

Our appreciation of people on the results obtained in different fields is sometimes done by endorsement and, sometimes, with the traditional grades of the school system or other grades.

When we are faced with choosing a method or technique for performance evaluation we must take into account the specific characteristics of the organization and its field of activity, the characteristics of the assessed person, the relevant dimensions of performance and specific goals pursued at individual, departmental and organizational level.

Theory and practice in human resources management highlights various attempts to classify the methods and techniques for performance evaluation [5] (Table no. 1).
The management of organizations shows a growing interest towards the problem of employee performance. Performance of the organization is increasingly dependent on human resource mobilization. “In the new information society, human capital has replaced financial capital as a strategic resource” (Naisbitt and Aburdene).

3. HUMAN RESOURCES MANAGEMENT EFFICIENCY

Concepts circulated by human resources specialists develop year by year. We hear around us more and more often talks about EQ, NLP, EL, OB and many such abbreviations of very fashionable concepts: emotional intelligence, neuron-linguistic programming, experiential learning, and organizational behavior.

The human resources department could always return to the eternal problems still facing it: to justify if not your existence, then certainly your efficiency. Specifically, although the field of concerns of specialists in human resources has diversified, some old questions arising from the birth of the concept of human resources are still valid:

- How to measure the effectiveness of a human resource department?
- Can one measure the impact that human resources, both as a department and as integrality of people enrolled in the organization has on the organization?

While no one expects that the human resources department to produce money, it being eminently one of the departments that provide support to an organization, there is an increasing pressure to justify its existence by enhancing human capital. Human capital is also the most dynamic element of the organization; the staff may suddenly increase, employee motivation may vary, individual performance may show dramatic changes. As it is now clear that a computer will not become a server next year and then an entire network, so obvious is that a performing employee may increase even at this rate, investing in him being extremely profitable!

That is what human resources efficiency means: measurement, evaluation, comparison and improvement of indicators related to the management of the organization’s human resources, in order to create its global development premises.

The principle of efficiency refers to the comparison of system inputs with outputs, or of results obtained by the system. In the case of organizations, inputs are the resources employed by them in their work (productive or not), and the outputs are the products / services obtained. Efficiency follows obtaining superior outputs in comparison to the inputs. Efficiency enhancement refers to maximizing outputs while minimizing inputs. Organizations will thus act on both factors involved: outputs and inputs.

In evaluating the effectiveness of human resources management we can stop only on the level of human resources management outcomes and assess effectiveness at this level. This assessment is the most common and easier. Even in organizations where there isn’t a concern for formal evaluation of human resources management, one will always appreciate the results of this field, in terms of employment outcomes (within performance evaluation of employees) and of problems related to it.

The general management of the organization will appreciate that human resource management is inadequate when there are labor disputes, when staff resigns and leaves the organization, when it is

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difficult to recruit required staff, when employee performance and engagement at employment are weak, when between the existing staff and the necessary one there is a clear discrepancy in professional training.

On the other hand, when the climate at work is agreed both by the management and employees, the human resource is well motivated and involved in achieving the work assigned, when no major conflicts between employees and management exist, when the organization has the required human resource in number and quality and has no trouble maintaining it in the organization and attracting it for recruitment / selection / employment, human resources management is considered good.

These evaluations are common sense, which does not diminish their value. They are fair and justified, because they highlight the human resources management objectives and support for the strategic and efficiency objectives of the organization. These evaluations exist informally in all organizations, whatever the form of the personnel activity and the dimensions of the department. However, it is desirable that the assessment of human resources management is made in a formal and structured way, while ensuring its diagnosis. Early identification of deficiencies of human resources management will enable the organization to correct and eliminate many problems in the staff field.

Human resources management can be assessed through the objectives and results proposed and through the accomplishment of these objectives / results. Human resources management aims to meet the needs of the organization on labor. Human resources management is not limited only to managing the existing human resource at a specific time. It aims to develop human resources strategies to meet the organization's strategies:

- improving the quality of human resources, recruitment and training activities;
- maintaining or changing organizational behavior and organizational culture;
- stimulating long-term and short-term labor so as to involve employees in achieving objectives;
- ensuring job satisfaction and stimulation of the creativity of employees.

Efficiency is the basic criterion for evaluation and management of an organization. But effective use of resources depends in an increasingly manner on effective use of human resources and increased employee performance.

Organizations generally expect two things from their staff: participation and effectiveness. The objective of participation is provided by the equity of the human resources management. The objective of participation is about ensuring staffing by hiring and keeping people within the organization. The second major objective, labor efficiency, refers to the ability to perform the required work by the organization. The two objectives are closely interdependent. As employees remain longer in a job, their experience grows and they become more able to perform job tasks. As they become more capable at work, their satisfaction and probability to keep the job increase.

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