ANALYSIS OF HUMAN RESOURCE MANAGEMENT IN THE MILITARY ORGANIZATION FROM THE PERSPECTIVE OF PETER DRUCKER'S VISION

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ABSTRACT
This paper brings into focus the human resources management in the military organization (importance, fundamental processes, difficulties), analyzed through certain considerations in the work of Peter Drucker, this being an element hardly addressed in the military specialty literature. We started from the premise that in the work of the most influential theorist of modern management there are sufficient benchmarks that support the claim that the military organization can be considered a model of development.

KEYWORDS: management, human resources, Peter Drucker, military organization

1. Introductory Remarks
In describing the HR function we must start from the premise highlighted in studies and research in the field of management unanimously attesting that the main resource of an organization of the four outlined in specialty literature (human, material, informational and financial) is people. It is important not only because each person is an individual whose existence is not only unique but also so important for each of us and for society as a whole, that, unlike other resources, any cost is insignificant, but especially because no other resource is awarded with value without human existence and intervention (this assessment can be supported, for example, by the statement “What is an organization without its employees? There is nothing in the absence of human resources, possibly a lot of expensive equipment” [1]). Factually, as it is known [2] “human resources management is a cyclical process that begins and ends to
restart with each of its components and the beginning, in the opinion of many specialists nowadays, means the activities of recruitment and selection of the human resource, these activities being perceived as one of the keys to organizational success”.

Subsequent to the function in human resources management within the military organization, the next key concept is the military profession. In this framework for discussion it is relevant to mention the analysis of conceptualization patterns (structuralist/Huntington, structuralist-unidimensional/Janowitz, processual/Van Doorn, pluralist institution versus occupation/Moskos, career strategies interactionist/Thomas, radical professionalism versus pragmatic professionalism/Larson; Segal; Caforio and Nuciar) performed by Vlădăiu Anca [3] which led to the idea that the military profession presents and preserves the six general characteristics of any social profession:

✓ defined area of competency based on specialized knowledge (in the case of the military profession, the management of violence);
✓ a system of continuous training designed to preserve professional competence;
✓ obligation / responsibility towards society, which must be served regardless of remuneration;
✓ a system of values that perpetuates the specifics of the profession and establishes/ maintains a legitimate relationship with society;
✓ an institutional framework of operation;
✓ control over its own system of rewards and sanctions and quality control of all those who adhere to the military profession.

2. The Military Organization in the Work of Peter Drucker

Peter Drucker is the personality who definitely imposed a decisive contribution in terms of theory and practice in the development of management and we dare to advance the idea that we will see in the future a real school becoming defined and shaped, in addition to those already established in all management textbooks (classical, human relations, quantitative etc.). This assertion is supported by the management lessons identified by the author which later became codes of good practice in areas such as the definition of the entrepreneurial system, the knowledge society, managers and management activities in organizations, following the publication of works such as The End of the Economic Man (1939), Concept of the Corporation (1946), The Practice of Management (1954), Frontiers of Management (1986), Peter Drucker on the Profession of Management (1998). We will not insist in this article on the author’s biographical elements, which are detailed enough in foreign specialized literature, at a local level, an entire complex article being dedicated to him by the late professor Mihuț Ioan. What is new about our approach is related to how P. Drucker related to the military institution as a model of organizational development for various segments: organization, human resources, financial resources (planning, programming, budgeting, evaluation systems initiated by Robert McNamara in the US Army) etc. Moreover, it is frequently stated in various managerial literature sources that the military and the church were the two robust pillars of development and evolution of a society, a contention which is valid at a national level, as well.

3. Case Study

We dare to say, without claiming to conduct exhaustive studies on the work of Peter Drucker, that most military practice management reports are made on the human resources component (we have identified six such references). In what follows we will perform the analysis based on the following passage [4]: “Marshall and Sloan were about as different as two human
beings can be, but they followed, and quite consciously, much the same principles in making people decisions. If I put a person into a job and he or she does not perform, I have made a mistake. I have no business blaming that person, no business invoking the «Peter Principle», no business complaining. I have made a mistake. «The soldier has a right to competent command» was already an old maxim at the time of Julius Caesar. It is the duty of managers to make sure that the responsible people in their organizations perform. When putting a man in as division commander during World War II, George Marshall always looked first at the nature of the assignment for the next eighteen months or two years. To raise a division and train it is one assignment. To lead it in combat is quite another. To take command of a division that has been badly mauled and restore its morale and fighting strength is another still”.

So who disagrees with that it is people who breathe life into the wheels that move that giant gear called organization? But how many of them take into account the fact that people are also those in a position to decide on people? What should then differentiate them or what should guide them in the way of arranging people on the chessboard of the organization? In the same registry with P. Drucker’s statements, personnel decisions are those that entail a process of profound thought and reflection, a significant period of time and maximum responsibility that rests mainly on the selection committees, in accordance with competencies. Moreover, this reflects particularly on the military organization whose functionality is fully shaped by the people coming to serve other people, to serve the country's interests.

First, human resource-related decisions involve top managers, which we can associate with elite leadership in the military organization. Only a decision maker who pays careful consideration to any changes in the configuration and the dynamics of staffing requirements may be subject to this association. Thus, a manager, especially a military one as P. Drucker himself asserts, bears an assumed responsibility for both the success and the failure of his subordinates. For example, most often, in the organization called into question, a change in the command of a military echelon, following a failure, is confined to severe criticism thereof. It can categorize him as incompatible with the image of an officer and render him incapable to perform his duty. But no one wonders how the military became the head of the respective echelon, who considered him suitable to manage that type of problems or what persons gave him a vote of confidence to “govern” the platoon or compartment within the staff of a military structure at whatever level. It is necessary, in this case, that the decision maker reconsider all aspects that led to the not at all favorable situation and find that place where the person in question will really be in a position to capitalize on strengths. It may be proposed in this sense, to become distant from this negativist trend of judging people for their failures, that they be disinvested, precisely because they do not have the expected results in a particular sector of activity. This aspect does not confirm the hypothesis that they could not do a great job in another type of job. It is in the duties agenda of superiors to “correct the mistakes” and find the right path to follow, the path along which the strengths of the individual and the objectives of the organization to fulfill will merge.

Secondly, the military organization specifically states the importance of the duty that commanders have on the life, career and results of each person under their command. It is all the more a moral obligation, given the strength with which they were invested under oath, to be concerned that these people exploit their qualities, abilities and skills. And they can not do it better than put in stimulating situations, meant to bring to light all that is
best in people, based on their level of competence. Turning subordinates towards high standards of performance, motivating them to learn (in the sense of knowledge), raising their level of professional satisfaction, cultivating in their mind and soul the desire to succeed, or watching their limits through the mirror of their strengths, remain “strategic” directions to follow, and part of the commander’s portfolio. The shades of color in shaping these guidelines on the portraits of subordinates are represented by objectivity and impartiality. The commander can not afford to be seized in selecting persons for a position by prejudices based on stereotypes concerning gender, religion, physical appearance, but neither by effects which distort reality, such as those of “halo” or “contingency”. He needs critical thinking, and besides finding a solution he should aim to improve the way he makes judgments. Also in this respect, the manager does not fulfill the role of a Procust by any means, meant “to fit people to bed length”, nor the role of a modelator, decided to shape the job requirements so that it be occupied by a certain person, but rather the role of a systematic evaluator, destined to choose the right people with much more than simple and formal decision making concerning the filling of vacancies in the organizational chart of that military echelon.

However, if there is a “secret” in placing the right man in the right place, that is built around the term of competence. Not to be guided by personal affinities, as stated, but to find the right answer to the question of whether the man in question has “the chances” to reach a certain level of excellence in his area of responsibility. In preparing this response, decision makers have a stake: Identifying the verified ability of people to achieve a certain thing well, balanced with the existence of certain weaknesses that can transform over time in vulnerabilities of the organization. For that, significant attention must be paid to diagnosis, an analytical process that comes, in this situation, to take into account the current requirements of positions regarding the human resource. Without a full scan and a clear and updated record “of what the respective position requires exactly,” according to Drucker’s statements, one can not establish a starting point for the decision making endeavor. Also in the forecasting stage, possible changes are considered that may occur in a projected period of time, be it represented by “the next eighteen months or two years”. This includes taking into consideration a certain time horizon where the person will be prepared enough to cope with the most demanding situations. Placing a person in a certain job, indefinitely, will only bring negative effects, such as stagnation, weightings, inadequacy and failure to render vacant a position will not create the possibility of evolution to another person, and from here an entire domino effect. Closely related to this issue is also the qualitative and quantitative assessment of when promoting a person, according to Peter’s Principle, reaches its highest level of competence and a subsequent promotion would take him to a level that he is no longer competent for.

In a first set of conclusions, the idea of focusing on organizational goals is imposed, by placing in certain positions the person that produces results and who holds qualities essential to the evolution of that position. In this way, tasks, competencies and responsibilities, the three sides of the “golden triangle of management” define themselves in a complete geometry. The final mission of the manager, and especially that of the human resources manager, is not an easy one. It is not reflected in the statistics according to which a position or two have not remained vacant, but in filling the positions with the best people, with a view to fully explore their knowledge, skills and abilities and collecting all human qualities in a unitary whole. Pursuing achievement of this goal in personnel
decision-making, empiricism tributary techniques remain just a way of verifying, tangential to intuition, not a way of substantiating and implementing the solutions adopted. Particular attention in the analytical approach is awarded to the stages of diagnosis and prognosis, networked and carried out in tandem, coming to support the continuous and systematic process of making decisions regarding the human resources.

British Institute of Management reports emphasized the importance of education, training and manager skills development; at the same time a number of recommendations was launched that can be successfully applied in the military environment, namely [5]: obtaining a diploma certifying superior education; application of reasonable methods of staff performance evaluation; establishing a flexible plan for the future; application of methods to motivate staff; improving communication throughout the organization; recruiting and retaining staff that meets the organization's requirements; management development should become a continuous process; cooperation between the military organization’s staff with other organizations.

4. Conclusions
The article brings into focus the issue of human resource management in the military organization, constituting itself in an attempt to raise the attention of all interested parties in this field, because, just as also P.Drucker stated, only God does not need management issues consultancy. Through the analysis carried out the following conclusions arise:

– human resources are unique in terms of their potential for growth and development and their ability to know their own limits and defeat them;
– human resource management decisions are among the toughest (individual, organizational, situational factors etc.);
– human resources constitute a special human potential, which must be understood, motivated and trained;
– the effective use of other resources depends on the efficiency of using human resources;
– human resources synthesize and express the specificity of management as a type of human activity.

REFERENCES