

Particularities of the human resources policies in an international organization

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***Abstract:** North Atlantic Treaty Organization has well trained and qualified personnel, ready at any time to work towards global peace and security. Security interests and the objectives of the Romanian military missions in the current geopolitical context and the obligations undertaken by Romania as a member of NATO require quantitative and qualitative human resource. In this context, it is necessary to ensure the quality of human resources, which is consistent with the new military missions and the need for continuous improvement. The aim of this research was to identify the main particularities of the human resources recruitment and selection within the NATO military structure of Romanian system. For this purpose, the author used questionnaire for data collection and the Microsoft Office Excel 2007 and SPSS for data analysis and correlations. The results confirm that human resources' qualification is a sensitive issue for an international military organization and should be developed further in a systematic and effective way.*

***Keywords:** human resources; policy; international organization.*

***JEL:** F52; F53; F55.*

Introduction

A coherent system of military human resources management is a necessity because of several reasons such as: the military-specific business continuity, relatively limited financial resources available for this purpose, complexity of the activity taking place in the army, various conditions in which the employee are living and working, the presence of the risk of being injured or even killed during the execution of combat missions, deprivation of certain civil rights. Selection and recruitment of human resources for military structure are done in compliance with quality management function: planning, organizing, coordinating, training, controlling and improving business processes. Human resources recruitment is the process of searching, locating, identifying and attracting potential candidates able to do the necessary professional military activities. Recruitment of human resources management is the process of maintaining and developing the most appropriate internal and external sources for healthcare staff in order to achieve competitive organization. Recruitment may be an active process (Polet, 2007). Army human resources in Romania are quantitatively limited to the size of the forces established by international treaties and conventions, the volume of material

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and financial resources provided by society and the obligations assumed by Romania as NATO full member state.

Although there is a law on the military of the Romanian Army and also a career guide to human resources management in the military, they need to be adapted according to socio-economic transformations in the country and harmonized regulations on human resources management of NATO member armies.

There are several implications of Romania's integration into NATO on human resources management. For example, valid criteria for recruitment and selection are defined and the human resources are employed based on a contract. A mandatory training and professional skills are required: capacity for analysis and synthesis, creative thinking, intelligence, practical mind and many others.

1. Literature review

In 2005, Peter Dutu published an interesting paper with the title "The Impact of NATO integration on the management of the Romanian Army." This paper refers to the importance of human resources in the army in order to meet national and international missions. Harmonization of changes in the military with those generated in human resources management is a permanent and difficult task in this field. In addition, the impact of technical progress and the information revolution, coupled with the reform of the military on human resources in the army should be also taken into account in program implementation. Human resources are part of the military resources made available by the society in which military organization exists for the latter to carry out its missions.

In order to facilitate recruitment and selection of military personnel a system compatible with that of NATO armies was build. It consist of 41 office recruitment information - one in each county and in Bucharest - and three regional centers for selection and providing guidance from 1999, potential candidates suitable for military educational institutions. Meanwhile, since 2001, was put in place a new military career management system, due to changes in the military and law adopted by Decision of the Romanian Government, Military Career Guide. This system is compatible with the armies of NATO member states, and adapted to current needs of the Romanian Army perspective, ensuring transparency and fairness in promoting equal opportunities officers in the military hierarchy, with two essential tools: Career Guide military and selection committees.

In 2009, Mihai Alexandrescu published his doctoral thesis "Marketing Strategies and policies for recruitment and selection of human resources in the Romanian Armed Forces." This paper is an attempt to demonstrate the arguments available, combined with scientific rigor, the potentiality of military personnel recruitment and selection approach by the principles of marketing, less known area and depth in the army. The paper referrers to the recruitment systems of NATO countries such as France, Germany, USA.

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Recruitment process for the military profession known, currently enrollment in a new way, based on a comprehensive, unified human resources management in the Romanian Army. (Greco, 2009). Recruiting candidates for the military profession is different from the recruitment of candidates for a post or employment, made by a company or a specific civil organization. The main particularities are the following:

- the recruitment takes place in a permanent, year-round (the advantage being that of maintaining a systematic contact with the labor market and education) rather sporadically, only at certain times when the organization has vacancies.
- the specialized body of the military organization does not provide immediate results (a position), the activities take a period of time, preparing candidates for entrance examination in a military educational institution, following it, until after graduation military to occupy a certain position in the army
- the education system is the main base for selecting candidates and for training other employees working for a military organization
- the professional education and personal skills for a military career are for the selection of future military as large and of sufficient quality.

Analysis of recruitment and selection of candidates for the military profession is a priority in the succession stages of reform of human resources in the Romanian army. The transition from the military system based on conscription to the one based on voluntary, required repositioning of the military profession in the labor market, especially in relation to the competition represented by other similar institutions of the state.

The Mixed Career Concept (MCC) is a project that is intended to profoundly modify the human resources management in the Belgian Defense. Two of its goals are keeping the age structure of the Military healthy and increase the proportion of military that are deployable. In order to do so, the principle of lifetime employment as military is given up for most military. According to the MCC, applicants will be recruited and become military. After a period of ten to twelve years of service, these military will reach a so called 'orientation point'. There, three options are considered: staying in the Military until the age of retirement, becoming a civil servant in the Department of Defense or returning to the labor market. Both the preferences of the individual and the needs of the Military will be taken into account to decide which option applies to the individual.

In 2007, Dawn Johansen wrote an article called "Military Recruitment and retention Strategies: United Kingdom," which refers to the recruitment and selection procedure in the British Army. The UK Armed Forces is made up of three services; the Army, the Royal Air Force (RAF) and the Royal Navy (RN).

2. The research process

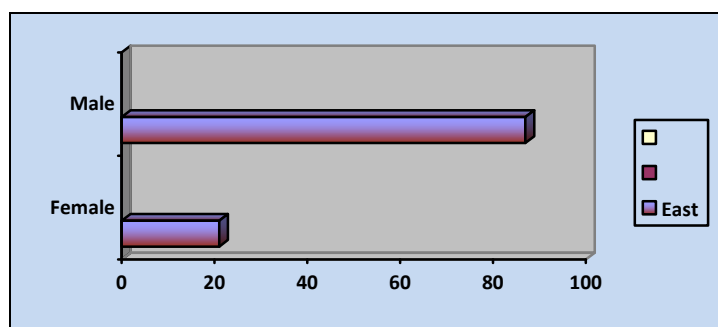
To achieve the research the author used the SPSS (Statistical Package for the Social Sciences) which is one of the most used statistical instrument for data analysis and the questionnaires to sample set. The results were entered into the program and interpreted using various indicators.

The sample consisted of the following categories:

- Female and male soldiers belonging Sapper Battalion 3;
- Army Corps employees (sappers and military doctors);
- Age group: 20-35 years, 36- 55 years;
- Training organizations were: one military school, one high military school and one military academy;

The questionnaire was applied to 108 respondents. The sample is representative and show a slight disproportion between men and women. As it can be seen in figure 1, men have a higher representation in our sample then female. The situation is the same within the military system of Romania.

Figure 1. The structure of the sample



With SPSS was calculated frequencies for all variables entered and graphs for each question of the questionnaire.

As regards training in the military, 39 respondents (36.1%) attended a military high school, 48 respondents (44.4%) followed a military school, 17 respondents (15.7%) were attended the Military Academy, and 4 respondents (3.7%) have not attended any military educational institutions.

The questionnaire was developed for the Romanian military, including military doctors who participated in NATO military missions in theaters of operations in Iraq and Afghanistan. To this end, the author managed to get information from the military directly involved in the Sappers Battalion 3 - Mărăcineni, Buzău who participated in the mission Iraqi Freedom and the ISAF mission in Afghanistan.

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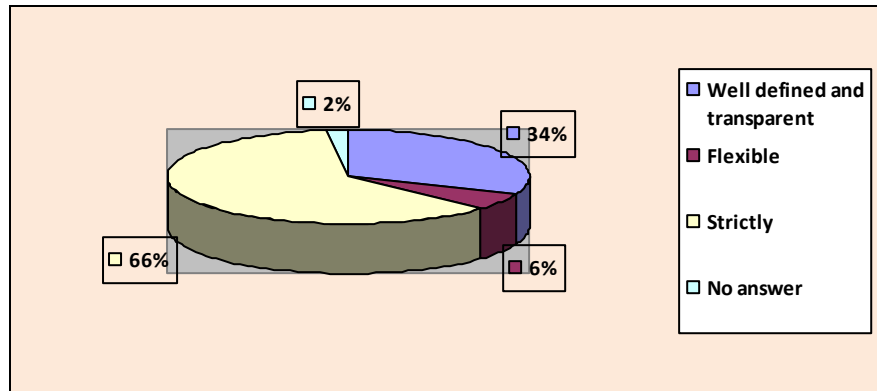
Regarding the selection for participation in missions, 73 respondents (67.7%) had a special participation in military exercises and national applications, while 18 respondents (16.7%) had an important role participation in multinational military exercises and applications. Table 1 shows the frequency of the respondents attending to the training programs.

Table. 1. The participation of respondents attending to the training programs

No. crt	Main training activities	Frequency	Percent	Valid Percent	Cumulative Percent
1.	Participation in national military applications and exercises	73	67,6	67,6	67,6
2.	Participation in multinational military exercises and applications	18	16,7	16,7	84,3
3.	Training courses to obtain new military ranks	13	12,0	12,0	96,3
4.	No answer	4	3,7	3,7	100,0
Total		108	100,0	100,0	

Only 12% consider important the training courses to obtain new military ranks and 4 people did not answer to this question. Figure 2 shows the ways in which subjects evaluated the recruitment and selection within the military services.

Figure 2. Perception of respondents regarding recruitment and selection



Subjective opinions on the quality of the recruitment and selection system are given in Table 2 that shows that in terms of recruitment and selection procedures were followed in different proportions.

**Table. 2 Perception of respondents on the recruitment and selection of
human resources in the military system**

No. crt.	The attribute considered	Frequency	Percent	Valid Percent	Cumulative Percent
1.	The rules and procedures are followed	53	49,1	49,1	49,1
2.	Personal relations influence the recruitment and selection	2	1,9	1,9	50,9
3.	Experience within the military services is an advantage	35	32,4	32,4	83,3
4.	No answer	18	16,7	16,7	100,0
Total		108	100,0	100,0	

As it can be seen in table 2, 53 persons (49.1%) said that the formal procedures and rules for individual evaluation including psychological tests, medical evaluation are suitable for, 35 people (32.4%) said they were selected as soldiers who participated in other international missions, and soldiers who did not participate in international missions, and, surprisingly, 18 people refused to give any response.

The survey has shown that communication process between NATO and national body and within the NATO military system can be improved. Based on data recorded more than half of respondents (65%) consider that communication process is good while another 23% think the communication is at an average level. The remaining respondents (12%) did not know or did not want to answer.

The majority of respondents (58) considers good communication between NATO and the public authority responsible for recruitment and selection of Romanian troops in international missions.

Regarding the relationship between the position occupied and international military missions that involved subjects, the author observed the military desire to participate in several international missions, not just one. People who once participated at international missions responded that most of the material benefits was the determining factor. 15 respondents felt that their skills were improved as a result of participation in military theaters of operations. It can be seen from the answers respondents as taking risks by participating in international military missions is most strongly influenced by material benefits.

The survey proved the fact that respondents who graduated from military school (56%) are expecting to the human department to be more effective in the future. They ranked the involvement of the Human Resources Department with

seven point out of ten. The second group of respondents evaluated the activities of the human resources department with eight points.

3. Main conclusions

The recruitment and selection system is well defined and very formalized. Recruitment and selection procedures are expected to become more flexible and transparent. The communication between human resources department and military personnel is quite good, but still need several improvements on the selection for the international military missions. Experience obtained in national and international military exercises is essential both for promotion and for selection for another international mission. Finally, the survey found out that good salary is one of the most important motivational factor for the respondents. The soldiers want to be recruited to participate within the international military missions primarily. There was no surprise that most soldiers have participated in these international missions because of a significant amount of money they receive.

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