CONTEMPORARY TRENDS IN MANAGEMENT OF HUMAN RESOURCES AND OPPORTUNITIES FOR THE MILITARY SYSTEM

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Abstract:
In the contemporary competitive, complex and changing global environment development and in the midst of new technologies, organisations are being challenged to adapt their vision in order to react quickly in response to changing conditions. This study represent an overview about contemporary trends in management of human resources and opportunities to implement them in the military system.

Key words: human resource management, employee, workforce, military community, contemporary trends, security environment

1.   Introduction

People as resources are invaluable assets of an organization. For a business to be successful, every company is obligated to enhance their workforce by aligning their human resource strategies with the latest trends. With the advancement in technology, the human resource (HR) departments of companies have been transforming gradually over the years. [1]

The roots of modern management are both in administration and business which should be the reference point when adapting the principles and practices to others areas of interest.

Human resource management (HRM) is a system of other systems – manpower system, resource system and personnel system – that performs multiple and specific functions. The strategic importance of the concept cannot be separated from the understanding of HRM evolution as a concept.

2.   Human resource management some theoretical underpinnings.

This chapter is not intended to details all the human resource management (HRM) theory, but rather to provide a framework for better understanding the differences between corporate HRM and military HRM.

Defining human resource management

Throughout the history, different theories shaped the way HRM evolved. Initially, it was a paternalist approach by some employers, who took a father-like figure for their employees and established some kind of early welfare programs. Early 1900s was the time when the scientific management was developed in United States. This scientific management was further refined in the concept of assembly line. Both the scientific management and the assembly line development

presented a mechanistic view of the people that rewarded the right work output with a "differential pay rate", and implemented management control [2].

The period between the beginning of First World War and the end of Second World War witnessed a combination from the manufacturing peak, government trying to regulate the employment and the implementation of welfare in personnel management to improve employees' performance. The HRM as it is known today was developed in the late 1970s. The central tenet was the transition from the personnel management to the strategic role of HRM in reaching the broader organizational goals. The HRM can be viewed from two perspectives, the so called soft HRM and, respectively hard HRM. Both are employee centric, but while the hard HRM has a marketing view of the people as a resource to achieve organizational goals, the soft HRM put a premium on employee commitment and has a constructivist approach [3].

Whatever approach one is taking, the HRM has to perform a number of different functions to find the equilibrium between the external factors and the one's internal to the organizations. Those functions can be generally described as: (1) planning, resourcing and retention; (2) recruitment and selection; (3) learning, training and development; (4) remuneration and rewards; (5) and employee relations. [4]

Military human resource management

Understanding the specificity of military HRM becomes important from the perspective of a military organization that is based on all volunteer force (AFV). This is especially related to the problems of recruiting and retention. The problems are quasi universal for the countries that switched from conscription. In most cases, these problems are related to a declining motivation among young people to join the military because the changing in social values, the competition from the private market, higher level of education and usually low unemployment [5]

HRM includes all processes that facilitate the matching spaces with faces, or in other words the meeting of the demand or manpower with the supply, the personnel.

In fact there are many similarities between non-military and military organizations, there are also some significant differences related to the way the HRM functions are effected. One of the most important differences when we are discussing in broader terms, is the lack of flexibility of the military system, correlate also with the demand for skilled workers with the right mix of technical skills and human capabilities.

3.   An overview of contemporary top trends in HRM

Some simultaneous revolutions in different fields are happening this days, in the one hand **advances in computer science with significant progress in understanding artificial intelligence** and in the other hand a profound change in the way in which the employers are related with the workforce.

The world is changing right now, the foundation of the emerging global order are the US, European and Asian systems, providing simultaneously vital services around the globe and investing massively in research and new technologies.

We are experiencing in the 21st century social and economic transformations driven by the **technological revolution** (internet, big data, social media, artificial intelligence, etc.) which

represent a huge challenges for the companies in which should address to this transformation regarding the human resources.

The world of work has changed dramatically in the past decade, shaped by factors that include a brutal recession, technological advances and **a new generation of workers** with very different ideas of what employment should look like.

When discussing about trends in HRM I consider that if today we agree about some bold lines it will be also possible that tomorrow some of them to fade.

Absolutely sure is that we are in the midst of a workplace technology revolution and it is pretty clear that the pandemic years forced the organizations to shift to a digital strategy.

Some aspects regarding the trends are more relevant then others and I would like to underline some of them which are a highly importance in my opinion.

The pandemic strained and tested the worker-employer relationship. Employers were called upon to support workers' health, livelihoods, and dignity to an unprecedented degree, and their success—or failure—to do so came under unprecedented scrutiny. The result was that developments that might have played out over a period of many years were compressed into a matter of months. [6]

For short term it was a benefit for the both side because the remote work increased the productivity based on the resilience and adaptability but researchers discovered multiple implications regarding the degradation of the mental health during the first pandemic year collaborate with the pandemic remote work. Some studies revealed that in this difficult period employees experienced more depression, burnout or another emotionally imbalances and the inability from the employers to react quickly in response to changing conditions was evident.

Anyway this situation linked with the frame of pandemic changed the relationship between employer and employee and now around the globe is a war: The battle for the hearts and minds of employees' has become even more important, especially when the leadership/management and employee relationship in a number of instances is very different to how it has been previously. [7].

Somehow it is a shift from managing the experience of employee to managing the life experience of them, to discover the struggles that they face when are coming to work.

Even if many jobs were gone because of the shrinking economy and economic downturn collaborate with the question if organizations were doing enough to support and safeguard their workers: Workers are reconsidering everything from who they want to work for—with 40% of the global workforce considering leaving their employer this year—to the role they expect employers to play in supporting their purpose and values. Likewise, organizations are contemplating their role in society and their relationship with their workers—with some leaning in and others backing away [8].

Grocery store workers, who had been considered a highly commoditized workforce segment, became essential workers overnight during the pandemic. In response, employers scrambled to offer additional pay, enhanced leave policies, and decreased store hours to retain them in a time of high need [9]

As a consequence for short term in the jobs market we can probably see the opposite phenomenon "war between talents", a suitable definition could be very simplistic and common one "war for workforce", because the equation is changing and high salaries, attractive benefits, and above all a positive work environment are necessarily than ever. It is a top concern for human

resources leaders and probably a seismic shift in thinking because of the great uncertainty. How this trend will evolve in the years to come?

Referring now to the application of **new technologies** it is important to underline that not everything is about digital, but also about culture alignment, structures and processes to balance efficiency and innovation opportunities with impact on the organization. We cannot take the digital as bulk without taking in consideration the resistance of changing showing by people and the need of implementing functional links inside the organization.

Advances in computer science with significant progress in understanding artificial intelligence can be properly use for example in HRM, because "…the next evolution of the business tech stack will be found in tools that can analyse the snippets of information on skills and expertise shared across these different platforms. This intel can then be used to create clear insights on where intelligence, expertise and skills lie in the business to aid in augmenting human intelligence" [10].

I consider extremely important **the path in which the technology is using data**, especially biometric data who could determine what is happening in our bodies. In the same time biology and brain science could give us a better biological understanding because organism are algorithms, and in the end we can go further to presume that is possible to delegate some processes to the IA, for example to recruit in high volume.

Perhaps most important of all, employers should recognize that they still operate in a **disruptive world**. As a consequence they should evolve their purpose to navigate a growing, evolving portfolio of complicated social, environmental, and marketplace issues. This will require constant reengagement and renegotiation, a more flexible approach toward the new generation which is less incentivized by benefits but more eager for positions that offer experiences and flexibility.

"In a moment of choice and consequence, setting a bold destination for all organizational strategies—business, workforce, and social—is vital. The challenge before us now is to choose, with empathy and a deep understanding of what is possible, where that destination lies on both the current horizon and the next, and to navigate toward it with a steady hand"[11].

4. The impact of trends on the military community

The military community as part of the society, will consider difficulties regarding the competition **on attracting individual talent in tackling the need of competencies absolutely necessary for the new and revolving technology** in a demographic gap and in this tumultuous time when the education is following the technology.

I consider that one challenge which can shatter the force structure will be the need to make more extensive use of **lateral recruitment** to tackle the advances in technology.

Secondly the military community, in a long term, must take into the account the new **concept of NATO 2030** and the ways in which will adapt to the newest requests regarding the force structure and the capabilities required, with a recognition that the security environment in 2030 is likely to be substantially different and probably more demanding.

Russia and China are today strategically closer than at any point since the heyday of their 1950s Communist alliance. Since 2014, they have moved toward an entente they call an "all-

embracing strategic partnership". Two-thirds of Chinese military hardware imports come from Russia, which has sold it Su-35 fighters jets and S-400 missile defence systems that enhance Chin's control over the South China Se. Their navies have conducted drills together both in the Pacific Ocean and even at NATOS's doorstep in the Mediterranean and Baltic seas and they are increasingly coordinating their militarization of space. [12]

Not only the new strategic partnership could influence the military structures, also the diplomatic and economic system is emerging because Asian nations are rapidly building their own diplomatic frame to coordinate issues such as trade, infrastructure and capital flows (Asian Development Bank, Regional Comprehensive Economic Partnership and Asian Infrastructure Investment Bank).

Maybe above all, if we consider the human being invaluable, **the impact of the pandemic** should be addressed with increased support for workforce. The education regarding mental health like depression, anxiety and stress should be addressed properly and also accountability for human emotions at the workplace.

5.   The relevance and opportunities of contemporary trends for hrm in the Romanian military system

Regarding the Romanian military system it is obviously to consider that the relevance and the opportunities in implementing the new trends will be in strong correlation with the new **NATO 2030 concept** taking into consideration that international security environment will be significantly different to that of today with expanded threats to NATO posed by China's military capabilities, as the most powerful Asian country and maybe the second most powerful state in the world. Also the trends in human resource management should be in line with the speed, the risks and benefits of the new technologies.

Military transformation is therefore a long-term progression that involves changes in the concepts, doctrine and processes and several factors must be evaluated to determine the type of change that a military organization needs in order to accomplish his mission.

Today the Defence Organization is being pressured to do more because of the rapid **changes in the security environment** and this demands to do a wider range of things come at a time when the human resources are contracting in real terms. For example in 2050 the entire population will be around 16,4 billion people and also the population's groups structure is changing constantly with the reduction for the youngest segment.

The outlook for the coming decade poses even more serious challenges, because of the aging of the population, the changes and dynamics in the social values, the exodus, and the new labour competition **in a crises like COVID-19**, all interconnected with the need of new and different category of personnel. This trend for acquiring new type of workforce and also training it for a different perspective is needed because they must be able to reach a **high level of technical expertise** and capable to assume calculated risks.

To make things feasible, it is necessary to draw on the experience and insights of a wide range of people for an extended period of time to identify factors which makes the current structure available for change and to define how changes will affect the organization.

As discussed earlier, the future security environment has the potential to throw up a wider range of threats, some of which may be far more demanding than those which have commanded attention in recent years, for example a devastating earthquake or a disruption in energy.

From the points enumerate already above, Defence needs to make more extensive use of **lateral recruitment** in order to strengthen the flexibility and adaptability of the system **to cope with new technology**, new threats in other words to facilitate access to a much wider range of skills that reside within the civil community.

From my point of view this extensive use of lateral workforce should be included in a new type of 'reserve' service for engaging more effectively the skills of a wide range of highly qualified civilians whose services would be extremely valuable in future crises. Probably is going to be the first type of remote work in the military organisation because all the work should be transferred thru digital platforms to evaluate for instance the effects of policies and programs in managing the workforce.

However, there will be a need to engage more extensively with the civil community on aspects of national security.

Significant changes in the organizational culture should be made. Without a doubt, the most important and difficult change to achieve is the change in mentality of the members of the institution.

Most important in my perception for today, because contemporary trends for military system means modernization and modernization means a vision and a common understanding of the future operational environment, is to change the way in which the army **asses and promote the personnel toward leadership.**

The military organization should be more focused to **assess leaders** at certain levels from the prediction of thinking and the potential of performance in an assessment centre with relevant tools and simulating activities, because the environment is changing at an increasingly faster pace and strategic leaders need to develop military organizations that can change quickly to align with the environment.

6.Conclusions.

In the future The Military Instrument of power will require military and civilian leaders to **focus in managing information**, delegating with clear intent, rewarding initiative, and comprehending the wide spectrum of security and defence activities.

A good human resource management as part of defense resource management should be flexible and relevant in **acquiring new trends** as long as is developing the workforce, bearing in mind that the organizational success depends on qualified people performing the tasks they are assigned.

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