



MANAGEMENT OF HUMAN RESOURCES THROUGH INTERNAL MANAGEMENT CONTROL STANDARDS

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Human resource is the most important value of any organization. Maintaining a high-quality human resource must be the principal objective of any army commander. Some of the internal management standards are especially dedicated to this aim. Managers need to implement in a smart way these standards for the progress of organizations. Without highly qualified people there is no progress in an organization.

Keywords: military organization; internal management control; human resource; standards; integrity, motivation.

The biggest crisis an organization can face is the loss of human resources in general and high quality one, in particular. The bad dream of any manager should be the leaving of the best employees for a variety of reasons. Unfortunately, the effect of leaving the best employees in a large organization and especially of the state, including the military organization here, is not immediately visible and cannot be quantified in financial loss. The effects, however, can be seen over time and in the fact that the organization gradually decays or remains in a fragile equilibrium, without any real progress. Unlike the public sector, in the private sector this has much faster and more visible effects, such as: lower turnover, irreversible losses and even bankruptcy.

Based on these considerations, we hypothesize that without proper human resource management, any organization may suffer a major, irreversible decline sometimes.

Therefore, the implementation of the standards of internal management control, specific to human resources must be done correctly. Of the 16 internal

management control standards, the first three: Standard 1 – Ethics, integrity; Standard 2 – Duties, functions, tasks and Standard 3 – Competence, performance are standards specific to this field.

At the level of the Ministry of National Defense, according to order no. M.100 / 2019 for the approval of the Methodological Norms regarding the system of internal managerial control in the Ministry of National Defense, the central structure responsible for the implementation of these standards is the General Directorate of Human Resources Management¹. All human resource management policies are issued at the level of this structure. The importance of correct personnel policies is self-evident.

The partial results of a study conducted by constructing an evaluation instrument (a questionnaire) and its application on a representative sample from the management structures of the Ministry of National Defense are presented below, in order to have a reference system documented in future research and in identifying opportunities to improve this system².

For Standard 1 – Ethics, integrity, according to the national legislation in force, a series of requirements must be implemented. These would be: establishing internal rules of conduct and sanctions for non-compliance³; declaring assets for persons with management positions⁴; the declaration regarding the gifts received in protocol activities that exceed a certain amount, stipulated in

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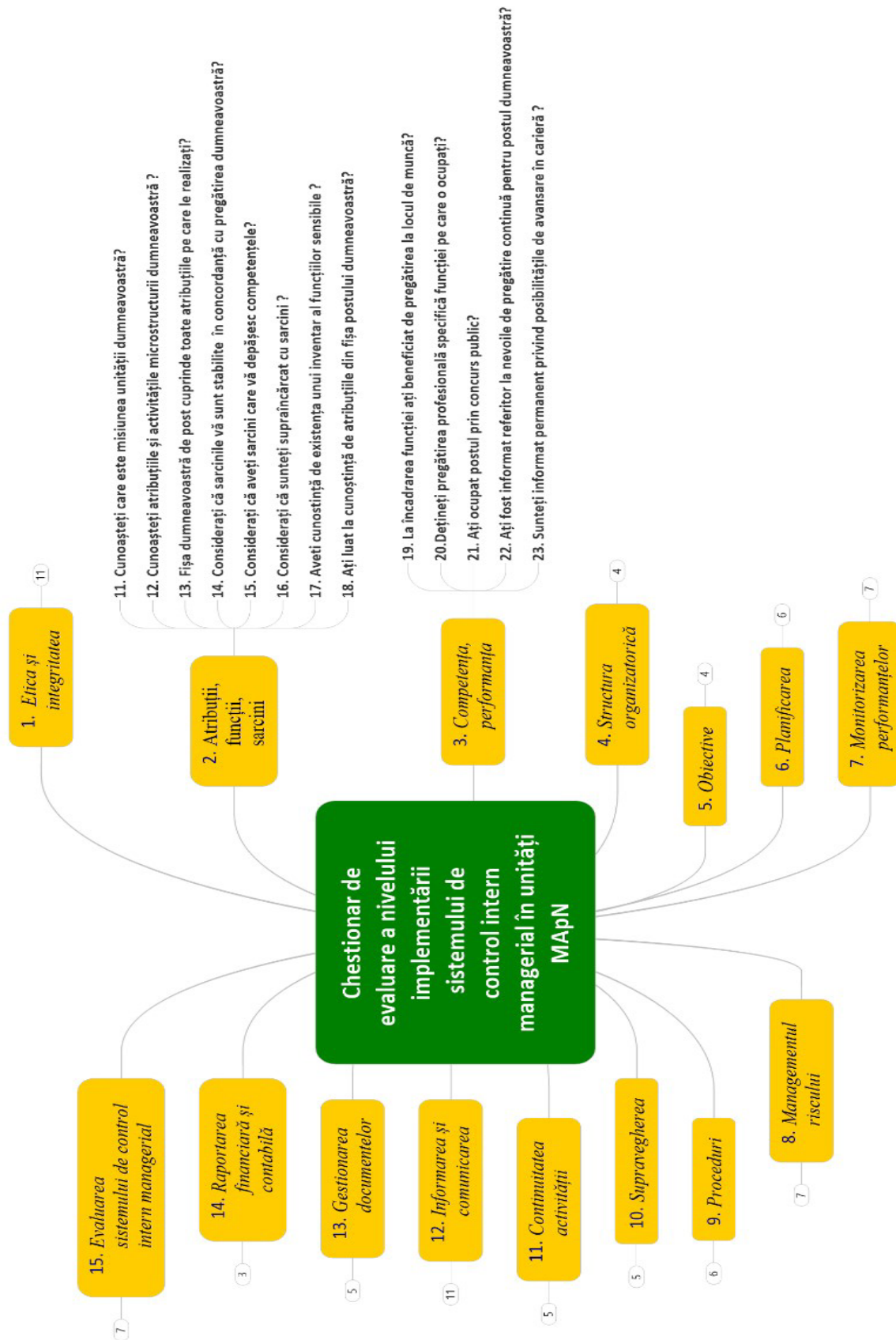


Figure 1 Scheme of the questionnaire (only part of the 93 questions are expanded, the part regarding the human resources area)

the legislation⁵; ensuring, through the application of clearly established procedures, compliance with the codes of professional deontology; applying questionnaires to employees to ensure that they are aware of the legislation in force related to this standard; making presentations containing topics specific to the standard; performing unannounced controls to verify compliance with requirements; creating opportunities to meet the requirements of the standard.

But how do we actually do these things? Which are the actions and activities that need to be performed to say that the standards have been implemented? Some of the activities are visible and can be easily verified by simply accessing the website of the National Integrity Agency, namely the declaration of assets. Which we cannot know for sure if they have been declared correctly and completely. This must be the personal responsibility of each person that completes it, as it falls under legal provisions regarding the felony of false statements.

Another easily identifiable activity would be that of the unannounced checks that are usually recorded in a register. It is difficult to verify whether the questionnaires have been applied seriously or only formally and it is also difficult to identify whether presentations have been made on these topics. A solution would also be to send electronic materials to all employees of the structure. The

declaration regarding gifts represents, again, an activity that must be based on the fairness and responsibility of the employees who receive such gifts. The development of an organizational culture based on responsibility, fairness, mutual respect and integrity should be the goal of this standard.

For Standard 2 – The duties, functions, tasks, the most important and at the same time the most difficult thing, from our point of view, after studying the literature in the field, is to establish a balance between skills and challenges for each job. Once this balance is created, it would bring a state of gratitude to the respective person and work to the maximum capacity, adding value to the organization which he is a part of. This balance that produces a state of happiness for most people, was defined, by the American psychologist Mihály Csikszentmihályi, under the name of "flow". This state would be obtained, according to him, after conducting some research, by: intensity of focus on the activity carried out; clear objectives; own choice of activity; the activities must involve neither with too many challenges (the burnout phenomenon occurs⁶) nor be without challenges (the boredom appears); receiving feedback from activities⁷.

These findings led to the development of a two-axis model: the level of challenges and the level of skills. Graphically, it is presented as in Figure 2.

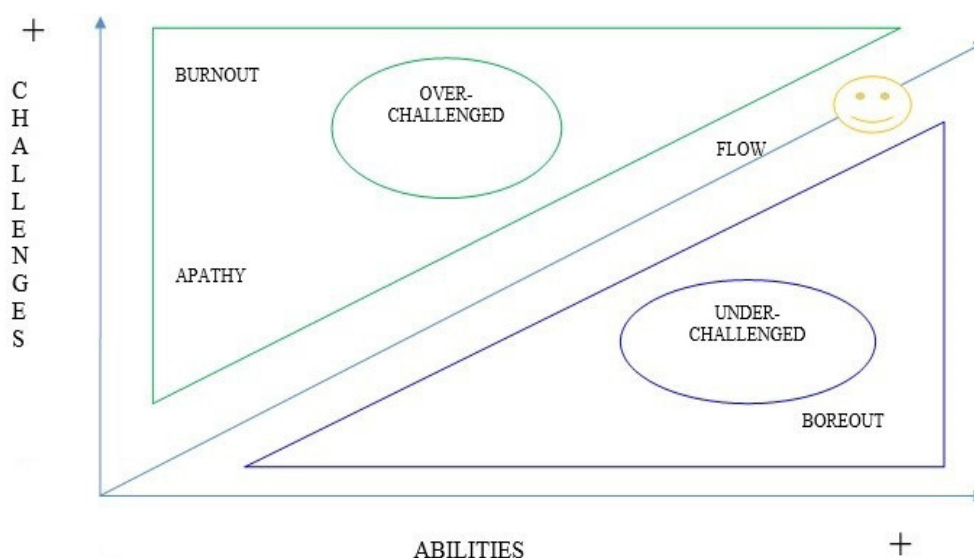


Figure 2 "FLOW" model

Source: Adaptation by Mikael Krogerus and Roman Tschäppeler, *The Decision Book, Fifty models for strategic thinking*, PROFILE BOOKS LTD, England, 2017, pp. 52-53.



It is a real challenge to establish this balance, but without coherent and properly implemented policies the human resource will not be harnessed to its true potential and no progress will be made in the organization.

Another aspect to consider is to correlate the tasks with the function and the tasks to be performed.

The main requirements of this standard are: ensuring that all documents regarding the mission of the structure, internal regulations, making sure that microstructure activities are up to date and are known by the employees; drawing up a document that includes the sensitive functions according to a predetermined model and methodology; permanent updating of job descriptions; establishing appropriate measures for managing sensitive functions and reducing their exposure to risks⁸.

These requirements can be verified by the specific documents existing at the level of each structure. At the same time, they involve managers in identifying and establishing the necessary measures for sensitive functions. The elaboration in collaboration of the documents of the structure, lead to a consolidation of the professional relations and to the achieving of a real team of management of the structure. This will strengthen the management of human resources and generate added value. At the same time, the creation of documents with the support of computer applications of a collaborative type, dedicated to this type of work will shorten the duration of many sessions and will make the work process more efficient.

For the third standard, Standard 3–Competence, performance is necessary to implement the following requirements: all positions must be filled, according to the legislation in force; each position must have clearly defined the duties and skills necessary for it to be occupied, with clearly set objectives and performance indicators; to have a permanent situation with the next stages of preparation for each person within an organization, based on their skills and their desire for career development; vocational training programs should be adapted to the real training needs at the level of structures, these should be applied as much as possible and with up-to-date information⁹.

This is where a qualitative development of vocational training programs is needed first. However, this fact cannot be achieved without a

professional human resource that is involved in the body of instructors and teaching staff. Human resources policies in this area need to be much more complex and carefully established in order to have continuity in the lifelong learning process. Human resource of this type cannot be formed today. A good teacher is trained in years of study and practice. At the same time, there must be an extrinsic motivation, of a financial type, in order to attract good quality human resources in this professional area. If there is not sufficient motivation, it is very possible that this type of human resource can migrate to other functions that are more attractive from a financial point of view, as well as professional development opportunities.

The "management of human resources represents the backbone"¹⁰ of a modern organization.

Conclusions

Currently, within the Ministry of National Defense, rules are established to be implemented for all the requirements mentioned above and specific activities are being carried out to maintain and develop these standards but, as in any field, there is room for improvement.

It is important to maintain and develop a coherent system of human resource management, taking into account the minimum requirements of the internal management control standards. The efficiency and progress of any organization depends on a good human resource management. Medium- and long-term planning in this area is paramount. It is important to find resources and to make the right decisions, based on specialized studies, in order to generate a kind of human resource management that interweaves the personal life of the individual with the success of the organization.

The main aspects to consider regarding the management of human resources, according to the specialists, are the following: employee integration, training, performance evaluation, adjustment to organizational dynamics, organizational communication and employee motivation.

Once all the aforementioned requirements have been implemented, we can consider that there is a good management of the human resource established through the prism of the standards of managerial internal control and of the specialized studies management within the military organization and the possibility of further research in the field.



NOTES:

1 Law no. 346/2006 regarding the organization and functioning of the Ministry of National Defence, published in the Official Journal of Romania, Part I, no. 654, Bucharest, July 28, 2006, republished.

2 The objective of the research was to create an overview of the level of implementation of the internal management control system at the level of the military organization, as well as how this management system is perceived by the people with management positions in the Ministry of National Defence, of different ages. For this research, a questionnaire was designed and applied in order to determine the research objectives set.

3 Law no. 53/2003 – Labor Code, republished, with subsequent amendments and completions.

4 Law no. 115/1996 for the declaration and control of the wealth of the dignitaries, magistrates, of persons with management and control functions and of the civil servants, with the subsequent modifications and completions.

5 Law no. 251/2004 regarding some measures regarding the goods received free of charge on the occasion of protocol actions in the exercise of the mandate or function.

6 https://en.wikipedia.org/wiki/Sindromul_burnout, accessed at 06.07.2019.

7 Mikael Krogerus, Roman Tschäppeler, *The Decision Book, Fifty Models for Strategic Thinking*, PROFILE BOOKS LTD, England, 2017, pp. 52-53.

8 Order no. M. 100 / 2019 for the approval of the Methodological Norms regarding the system of internal managerial control in the Ministry of National Defence.

9 *Ibidem*.

10 Georgeta Pânișoară, Ion-Ovidiu Pânișoară, *Human Resources Management – Practical Guide*, Second Edition, Polirom Publishing House, 2005, Bucharest, p. 3; Law 455 of 18.07.2001 on electronic signature, republished in the Official Journal of Romania no. 316 of April 30, 2014.

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