

THE CORRELATION OF HUMAN RESOURCES, MOTIVATION, AND ORGANIZATIONAL CULTURE WITH PERFORMANCE IN MILITARY STRUCTURES

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This article explores the essential interdependence between human resources, organizational culture, motivation, and the performance of military organizations. It emphasizes that the human factor is the fundamental driver of organizational development and operational success in the armed forces. A performant military organization relies not only on the quality and competence of its personnel but also on the degree to which their potential is effectively aligned with institutional objectives. Motivation emerges as a strategic managerial function, influencing both individual and collective performance through internalized values and attitudes. Moreover, the role of organizational culture expressed through shared norms, beliefs, and behaviors is highlighted as a determinant of adaptability, cohesion, and operational efficiency. Organizational climate, closely tied to leadership styles and interpersonal dynamics, further conditions personnel behavior and engagement. In the context of current international security challenges, particularly the unpredictable evolution of the war in Ukraine, the paper argues for the continuous transformation of military education systems and organizational culture to meet modern operational demands. Ultimately, the study underscores that the synchronization of human resource development with performance expectations is not optional, but a strategic imperative for the contemporary military organization.

Key words: Human Resources, Motivation, Organizational Culture, Military Performance, Leadership.

1. Introduction

In the context of increasingly complex and unpredictable global security dynamics, the performance of military organizations depends fundamentally on the effective alignment of human resources, organizational culture, and motivation with institutional objectives. Human capital is no longer seen merely as a structural component, but as the driving force behind operational efficiency, adaptability, and long-term strategic success. Within the military environment, where performance is both a requirement and a constant objective, the need to enhance personnel quality, strengthen motivation, and cultivate a robust organizational culture becomes critical. [2]

This article examines the multifaceted relationship between human resources and organizational performance in military structures, emphasizing the decisive role of motivation and organizational culture in ensuring functionality and effectiveness. It argues that the strategic management of personnel supported by coherent educational policies and a culture anchored in shared values can significantly enhance the operational capabilities of the armed forces. Moreover, the study addresses the necessity of continuous organizational adaptation, particularly in light of the ongoing challenges posed by the international security environment.

2. The Imperative of Aligning Human Resources with the Functionality and Performance of the Military Organization

In all organizational structures, human resources occupy a fundamental and indispensable role both in terms of their intrinsic value and relevance, and as a decisive factor in organizational development and, consequently, in enhancing institutional performance. Human capital serves as the indispensable driver and determinant of performance growth; it conditions, directs, and stabilizes the trajectory of progress, while also functioning as the intermediary that ensures optimal organizational operation by adapting and aligning the various elements that contribute to increased effectiveness.

Within the military organization an institution mandated by its very mission to maintain consistent performance and competitiveness the core potential lies in its human resources: their qualities, training, and capacity to generate and sustain high levels of performance. The degree to which other resources are utilized effectively is largely contingent upon the quality and capability of the human element. [4]

The imperative to correlate human resources with organizational performance in the military context reflects broader global transformations particularly those at the European level and compels the adoption of strategies and solutions aimed at enhancing the military organization's effectiveness in fulfilling its assigned and assumed missions: namely, the defense of the Romanian state and the Euro-Atlantic security space.

Various approaches can be employed to investigate the correlation between human resources and military organizational performance. Nevertheless, an analytical inquiry grounded in post-systemic and interactionist perspectives across relevant domains provides a robust framework for addressing the complexities of this issue.

Understanding the interdependence between human resources and organizational performance is critical. This relationship stems from recognizing human capital as a primary contributor to military effectiveness and from acknowledging the dynamic interplay between the Romanian Armed Forces and the ongoing need for structural and procedural adaptation in response to a complex, volatile external environment.

This interdependence arguably the most significant component of mutual reliance gives rise to a defining characteristic of this relationship: unity. Such unity represents not only a manifestation of mutual reinforcement but also a necessary condition for advancing both human resource development and organizational performance.

The reciprocal dependence and complementarity between these two domains human resources and military organizational performance are further underscored by the assertion that a well-articulated politico-military strategy, adopted at the national level, can significantly enhance Romania's military security. [1]

Furthermore, the presence of a high-performing military education system contributes directly to the development of advanced human resource capabilities, enhancing both the quality and efficiency of military personnel. This, in turn, bolsters the Romanian Army's operational readiness and the combat effectiveness of its military structures.

In this context, it is important to emphasize the integrated nature of military education within the structure of the Romanian Armed Forces. By virtue of its defining characteristics, military education functions as an essential component of the defense institution.

Accordingly, the military system must continuously harmonize and adapt its policies, strategies, and educational curricula to reflect both the evolving realities and the shifting demands of the international security environment.

The process of ensuring the functionality of the Romanian military organization understood as a complex, multidimensional, continuous, and dynamic undertaking has had a direct and sustained impact on the quality of its human resources and the level of performance required by contemporary security challenges.

3. Influences of Motivation on the Functionality and Performance of Organizations

Organizational performance is essentially ensured both by the quality of the personnel and by their motivation. Human resource management, as a branch of general management, allows for significant qualitative improvements in professional performance, either in the short or long term, without requiring major additional costs only by enhancing and diversifying managerial methods and efforts. Within the management process, all resources are controlled and administered by qualified human capital. [9]

Motivation has a strong and essential influence on the attributes, quality, functionality, and performance of an organization's management system. The viability of managerial decisions, their implementation through suitable methods, the accuracy, thoroughness, and flexibility of the informational subsystem, as well as the functionality of organizational methods within the military organization more precisely, the very foundations of the management system are directly dependent on how personnel are motivated.

The organizational role of motivation lies in the influence and effects it exerts. It is a key component in ensuring the effectiveness and efficiency of human capital, and at the same time, in securing the performance necessary for the organization to function effectively. [3]

Since motivation activates and amplifies the capabilities, expertise, knowledge, energy, and vitality of personnel in other words, the organization's most valuable resource, which drives and mobilizes all other resources its impact on organizational outcomes is significant.

The managerial function of *motivating and engaging* personnel has become a new strategic direction, which reflects the vision and mindset of the leadership implemented in that organization.

Nowadays, professional competence is a must, but it is not sufficient on its own. It must be accompanied by changes in attitudes and, by extension, organizational behavior. It is well known that cultural change requires long-term effort, and changing motivational policies involves both shifts in perspective and content. [6]

The specific importance and quality of motivation and engagement represent the essential condition upon which the successful implementation of all other management functions depends. Military leaders' understanding of the importance and relevance of motivating personnel toward achieving the organization's objectives is a key prerequisite for high-performance management.

Motivation also has a value-driven dimension, highlighted by the need to transform the values promoted by military leaders into internal impulses within individuals impulses that drive and guide their performance growth, both individually and at the structural level.

In conclusion, motivating military personnel is both an art and a science. It reflects the leader's ability to influence behavior in such a way that, once motivated, military personnel focus their energy in the direction desired by the organization thereby achieving both institutional goals and, most importantly, the self-actualization of the human potential within the military structure.

4. Influences of Organizational Culture on the Functionality and Performance of Organizations

Organizational culture is increasingly being studied and debated in management literature, in a structured and systematic way, as it helps to better understand and interpret both individual employee attitudes and group behavior within an organization.

From the perspective of performance, organizational culture influences the full range of expectations and hopes of personnel within an organization. It determines and defines which individuals will adapt and transform in order to meet clearly defined internal requirements, and it shapes the way they relate to each other both within and outside the organization.

The significance of organizational culture lies in its practical impact, particularly as a variable used to improve performance and, by extension, organizational functionality. [8]

Thus, it can either stimulate or weaken organizational effectiveness, depending on the nature of its values, beliefs, and norms.

Culture supports the need for internal integration by aligning personnel with the major objectives of the organization. It also facilitates adaptation to the external environment, with unity, cohesion, and collective identity being absolutely necessary for the organization to function effectively and efficiently.

Consequently, outstanding results are often linked to leaders' ability to preserve and cultivate a strong organizational culture one that motivates and inspires personnel toward achieving the organization's intended goals.

Alongside culture, organizational climate also plays a key role. It results from the interactions among members of the organization and is shaped by how activities are structured, leadership styles, and interpersonal relationships within the organization.

Flexible and adaptive organizational cultures support accountability, even under conditions of vulnerability and risk, at all levels of military structures. They also encourage dynamic, proactive attitudes and interpersonal connections built on certainty, commitment, and loyalty. [5]

Organizational climate plays an important role in ensuring both functionality and performance in the military organization. It is particularly perceived and felt by internal personnel, and depending on whether it is experienced as positive or negative, it will shape specific behaviors in different ways.

Personnel do not respond or behave uniformly in different organizational climates. Their reactions vary based on whether the environment is constructive and useful or ineffective. Typically, members of an organization are more concerned with the quality of the organizational climate than with other aspects.

The complementary relationship between organizational functionality and military organizational performance is largely determined by the role and importance of organizational culture, which serves as both an integrator and a multiplier of individual effectiveness and efficiency thus directly influencing performance.

Organizational change in the military domain, and with it the change in military organizational culture, is a continuous and unavoidable necessity. However, managing this change requires continuous development aligned with the dynamics of the international security environment—a difficult challenge in light of the unpredictable evolution of the war in Ukraine.

Organizational culture manifests itself through norms, values, and attitudes that shape military personnel's behavior. In doing so, it becomes a multiplying factor for the effectiveness and efficiency of the military organization as a whole. [10]

5. Conclusions

The findings of this study emphasize the critical role of human resources, motivation, and organizational culture in shaping the functionality and performance of military organizations. Performance in the military is not solely the result of structural or technological capacities, but is deeply influenced by the quality, engagement, and values of its personnel.

Motivation emerges as a key driver in activating the full potential of military personnel, directly influencing behavior, discipline, and task accomplishment. Likewise, a strong and adaptive organizational culture fosters cohesion, trust, and commitment, enabling military structures to remain resilient and responsive in volatile environments. Together, these factors form a strategic triad essential for achieving high organizational performance.

Furthermore, the continuous development of military education systems plays a foundational role in cultivating competent and motivated professionals, aligned with the evolving demands of national and Euro-Atlantic security. Military leadership must therefore prioritize the integration of human resource strategies with institutional goals, while fostering a culture of excellence, innovation, and accountability.

In conclusion, enhancing performance in military organizations requires a holistic and sustained approach one that harmonizes human resource management, motivational systems, and cultural transformation within a dynamic strategic framework.

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