

Social Activity of Human Factor for Security and Defence

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Abstract: The research of the author is aimed at studying of the role of human factor for the security and defence and the factors determining its social activity according to the specifics of the security sector.

Key words: management; Management of human resources; social activities; security and defence; Human Resources for security and defense.

JEL: M10; M20; M50; H50; N56.

1. Introduction

The dynamic changes in the security environment characterized by the contradictory and, often, unpredictable nature of the risks and threats to humanity, represent a serious trial for the defense capabilities of the member countries of the Euro-Atlantic structures. The terrorist acts provoked by the actions of the Islamic State and the permanent threat of such acts, the migration flows that create conditions for a significant alteration of the habits and traditions of the Old Continent and its economic stability, the threat of spreading and instilling radical Islam, and the "redrawing" of state boundaries are the challenges that put to test the "great powers", the actions of politicians, and the public opinion.

And, if until recently the attention of the public was mostly occupied by the positive effects of a globalizing world, today more than ever it is necessary to focus the discussions on the negative ones and their impact on the national and international security. Moreover, along with the conflicts that in recent years have become, figuratively speaking, "constant" in nature, i. e., "conflicts in Afghanistan, the Middle East and North Africa, the asymmetric threats and mainly transnational terrorism, the proliferation of weapons of mass destruction, the organized crime, the illegal trafficking of people, weapons and drugs, the cyber threats, the demographic, energy and environmental issues, the risks of technical and natural catastrophes, etc. "[5] generate new risks and threats. These include cyber-attacks against social and economic institutions of strategic importance for the security, the so-called "hybrid war", not last the threat of World War III, the development and use of nuclear and missile programs beyond international monitoring and control.

Taking in consideration the abovementioned, the legitimate question is whether our country's defense capabilities, as part of the collective capabilities if the Alliance, are capable of protecting the territorial integrity of our country, of defending the national and international security, and of achieving Capability Targets 2013?! In order to answer this question, not only the factors of the security environment should be taken into account, but also environment and security imperatives, one of which is the people involved in defense. This means the human resources, i.e. the staff trained in readiness for the execution of missions and achievement of national goals [1]. Moreover, one of the priorities of the Development Plan of the Armed Forces of our country until 2020 is fill the shortfall in manpower in the declared military formations and those subject to certification as a contribution to the NATO collective defense in accordance with the agreed capabilities targets 2013 [13] . And here we face another question - Is this resource sufficiently motivated and what is its social activity, so that it can respond to the challenges of the dynamic changes in the security environment with the necessary professionalism, profile, combat capability and combat readiness? This is what has provoked our scientific quests, the purpose of which is the study of the role of human factor in security and defense and the factors which determine its social activity according to the specifics of the security sector.

2. Material and Methods

The starting point of the scientific research in this area is the slogan that first appeared in Japan and has since then enjoyed great popularity in the management theory and practice - "People decide everything." With their actions and skills, people are the most important key factor for the defense

[4]. They are the factor that synthesizes and multiplies the other components of the defense resources and thus turn them into a finished product in the process of planning the objectives for achieving a high level of combat readiness of the Armed Forces. This is supported by the fact that 2/3 of the cost of the defense department are related to the maintenance of personnel. Moreover, research shows that "70% of the world's wealth is constituted by human capital - the skills and knowledge of the people - and not by physical or financial capital. The strategy of many companies today is clearly guided by the idea of human resources, stressing on individualization, service and innovation "[7].

To put it in another way, the human resources are the people in an organization who, due to their professional and personal qualities, make it possible to achieve its strategic objectives. Along with the other resources, they should meet the needs of the organization and the way they are transformed into abilities predetermines the effectiveness of their use. This means that they – the human resources, together with the financial, material and information ones, appear a function, a subsystem and an object of management. The reason for this is that in terms of goal setting, they are a function of management. The implementation of accumulated scientific knowledge on general system theory, based on the systematic approach, while interacting with the other management subsystems, constitute them as a management subsystem. They are an object of management since, through the direct and reverse information links, they are subjected to management, to influencing in order for a certain result to be obtained. Hence the human resource management (HRM) is defined as "a system of principles, methods, means, norms, rules, criteria, standards, procedures, policies, plans and programs for the formation and use of human resources in the organization in accordance with its immediate interests and strategic objectives "[15,16]. Or, HRM is an activity resulting from strategic goals of the organization, which requires the implementation of the strategic management approach in making management decisions related to this resource.

It is in light of the foregoing and in accordance with the mission, goals and objectives of the Armed Forces, that the specifics of Human Resources for security and their management are defined. They, as a major factor in building of the

Armed Forces, can be considered a reflection of the particular social relations in the interests of national and international security. That is why, in a rapidly changing environment that requires the Armed Forces to participate in various types of operations, the maintenance and development of defense capabilities adequate to these changes, more than ever necessitates the establishment of "an effective system of attracting, recruiting, training, preparation, motivation, retention, relief and social adaptation"[10] of human resources for the security and defence.

The input data for the research includes the Defence and Armed Forces Law (DAFL), strategic documents/publications, the Doctrine for human resource management in the AF, the "Concept for human resource management at the Ministry of Defense, the Bulgarian Armed Forces and the structures subordinated to the Minister of Defence," the "Plan for the development of the armed forces until 2020 ", the accompanying strategies

supporting the HR for the security, regulations and methodologies.

The general framework for HRM for defence in the security sector (legal, regulatory, social) is determined by the Doctrine for human resource management in the AF, which further develops the provisions of the "Concept for human resource management at the Ministry of Defense, the Bulgarian Armed Forces and the structures subordinated to the Minister of Defence" in accordance with the changes in the security environment.

3. Result and Discussion

Human resources for security and defence are the military personnel on active duty, the reservists and the civilian employees, with the exclusion of those appointed as civil servants under the Civil Servants Act and those employed in administrative structures under the Labour Act[6].

The effective management of human resources for the security and defense requires compliance with fundamental rules, and, according to the Capabilities Targets 2013, these fundamental principles are as follows [6]: predictability, which means synchronization of the HRM with the long-term strategic requirements and operational needs of the AF for human resources; integration whose viability is in integrating the HRM into a single framework that consolidates the planned

strategic goals of the AF on the basis of fair and impartial treatment of staff; synchronization, which is expressed in the planning, organizing, and coordinating the HRM activities; information protection, which complies with the requirements for personal data protection, integrity and security of information; empathy, which is to ensure the recognition of the needs of staff and their satisfaction in reality; flexibility, on the basis of which HRM is to adapt to the changes in the security environment.

Those principles are the basis for achieving the required operational capabilities of the Armed Forces in line with the new realities as a direct expression of the needs of the defence system. And the satisfaction of these needs depends on the organizational changes, the modernization of weapons and equipment, the intensity of the action, the international cooperation and the individual characteristics. All this is within the scope of the management of defense processes, and achieving the goals of this management is a result of the activity of the human factor, perceived both as individuals and a team, and the relations of people in this team on the basis of self-awareness. [2,3] As a priority, the social nature of this activity necessitates the definition of the general and specific factors [8] for social activity of the human resources for the defence and security. Among the general factors the following should be pointed out: shared culture, which is important for the behavior of the human factor in the team; specific functional culture, which results from the behavior of the individual in the course of professional interactions; motivating factors, related to incentives and taking into consideration the interests of individuals in the team.

The specific factors of social activity include:

- the approach to management decision making, in which two elements take precedence: firstly, when ensuring the personnel participation in the execution of the decision and, secondly, when it is important to take actions immediately in order to achieve the respective goal within a tight timeframe.
- the approach to management communication, which in the defence system structures is often defined by the principle of one-man management and execution of orders and instructions that

not always comply with specific conditions. What is of vital importance here is the management responsibility, manifested by the so called 'ruling five' [11], and illustrated by the fingers of the hand. This method provides answers to the following questions: more pressure (thumb); who is to blame (index finger); whose choice (middle); whose instructions (ring finger) and who controls (little finger).

Applying this approach to management communication is essential in the implementation of management decisions in the structures for defence and security, which very often have to be made according to the particular situation and whose implementation is the result of the contribution of each member of the team and their team interaction.

Achieving motivation of the subordinates sometimes determines the practice the questions of the ruling five to receive "face to face" [12].

Knowledge of and conformity with these factors for the social activity of the human factor in the structures for defence and security is the foundation of formation of leaders at all levels in the management hierarchy of the defence system (strategic, operational and tactical levels) with built leadership based on collective training and team activities [8]. This means the formation of the ability to: manage change by bringing together experts with different qualifications for the achievement of the objectives; linking the objectives with personal interests; motivating highly efficient communication between specialists; merging collective and personal responsibility in the performance of tasks; optimal use of the skills of the participants in the team in correspondence to the nature and complexity of the tasks performed.

The implementation of the model for collective qualification reveals the potential both of the individual and of the team as a whole in achieving outcomes, united by the global goal. This, in leadership theory, is the core rationale for focusing "on the release of human talent and implementation the potential of the people" [14].

Adapting the model for collective qualification and team activities [9] allows the determination of the role and place of the human factor in the AF in terms of the dependency 'objective – results', as shown in Fig.1

A specific feature of the defense and security system is the clear and unwavering reflection of the supremacy of society over the individual, the importance of the field manuals, discipline and strict hierarchy. The human resources (officers, sergeants, professional soldiers, civilians) involved in it, apart from being professionals, are also individuals consciously committed to responsibility and dedication to serve the community with their individual qualities. They are people with high education, qualifications and extensive international experience. At first glance, they do not create capital, but they ensure the stability of the established business capital. Their inclusion into society should be considered a factor that ensures the economic stability and national security.

This necessitates the formation of public evaluation and self-assessment of the internal army environment for human resources for defense and security that is both objective and motivating for their career development.

Perceiving those human resources as individuals who possess managerial knowledge and skill and leadership qualities and who achieve the optimal combination between professional and personal interests is crucial.

It is appropriate that increasing the social status and achieving public recognition of the personnel employed in the defence system be accompanied by a set of actions that aim at overcoming the decrease of personal confidence and decline of the professional image. The transformation of defence structures aim at developing armed forces that are small in numbers, but modern and combat-ready. Simultaneously, they should be consistent with the planning, analysis and design of posts, recruitment, selection and assignment, induction, performance appraisal, training and career development, remuneration management, safety and occupational health conditions, human relationships and the dismissal of personnel as functions of human resource management.

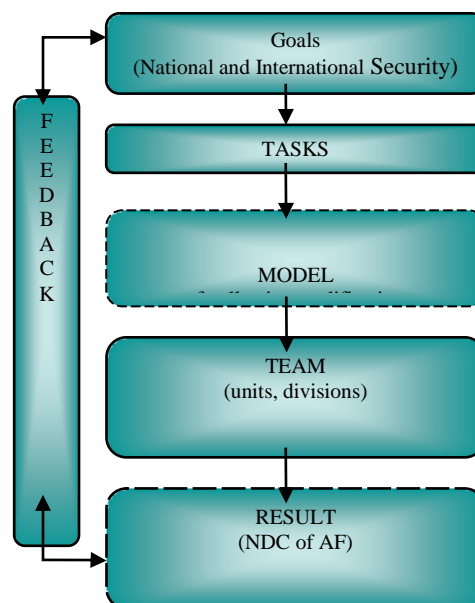


Fig. 1. Model of HRM for security and defence based on collective training

The execution of these functions needs to be based on objective and explicit criteria, consistent with the quality, professionalism and expertise of the human resources for the defense and security. They are the ones who should be able to assess the risks and threats and to make management decisions informed by politico-military, economic and social point of view and adequate to the new defense capabilities. The presence of such criteria

is directly related to motivating the human factor and raising its social activity. The underlying motivation is: the establishment of regulated profession "an officer at the strategic, operational -strategic and tactical levels of command" in accordance with Ministerial Decree 205 / 30.08.2012; raising of the social status and improving the quality of life of the people employed in defence structures; return of the

investment in their training and focusing on retention on continuous service by raising the qualifications and education; opportunities for career development and advancement; social adaptation at the end of their career and preparing for adequate integration in the public-private sector of the economy. And all of the above complying with the principles of voluntariness, systematism, determination. Hence, the key fields for the role and place of the human factor in the management of defence resources are defined. These are as follows: creating an effective link between different levels of management of human resources for defence and security; establishing the management of human resources for defence and security as a strategic activity and determining the priority of management; clear definition of responsibilities in the implementation of operational and strategic objectives; delegation of powers to implement the strategy for human resources in the defence and security system; the establishment of key indicators and measurements for human resource management for defence and security; development of the capability for human resources management for defence and security with an emphasis on the formation of leaders at all levels of management in the defense sector and the development of leadership skills; implementation of a system for career development and succession planning through staff mobility and rotation; development of education and training programs that meet the real needs of the defence capabilities and creating conditions for informal training in order to form the necessary competences; implementation of a coordinating mechanism for accountability, monitoring, control and transparency of results; financial management and return of the investment in human resources for defence and security.

4. Conclusions

In conclusion, we believe that the human factor for security and defence appears central to the formation of defence capabilities. The social activity of the human factor is a major potential for the success of the defence activities in the security sector and a factor for the competitive advantage of the military department in the dynamic security environment, which necessitates

the application of systematic and strategic approaches with clearly defined mission, vision, objectives and priorities consistent with the priorities in the development of the armed forces until 2020 and the Capabilities Target. It is the adapted model of collective qualification, allowing management by results based on qualifications and competence, that ensures achieving them.

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