

## The Intellectual Capital And The New Career Management In Public Institutions From Defence Field

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**Abstract:** In public institution the development of the concept of intellectual capital (understand simultaneously as human, structural and relational capital) mean the rise of the organisation`s competitiveness and the beget of structural capital (potential subsequently invested to achieve knowledge), respective the power building-up in efficient action – meaning the consolidation and development of success obtained in competition. The term of intellectual capital add up a sum of values, knowledges, abilities and habitudes of the employees, and also those cumulated on organisational level within what we call organisational culture, the final goal of its evolution being to obtain the optimal managerial efficiency. So, the individual is the main component (as human capital) of the organisational intellectual capital, being the source of his performance and the performance of the organisation where he is part of. It is easy and logic, from a certain perspective, to understand the purpose of an individual to create added value to his capacity and capabilities (the human capital is not the sum of individuals, but the sum the individuals intelligence`s interactions in the creation process), but we always put the question of what is the adequate measure for an individual of what he wish and need to invest in this intelligence and knowledge. There is no performance where there is no intellectual capital and where is no investment in human capital, the process being, generally speak-

ing, an Archimedean convolution: the human capital generates intellectual capital which, also brings added value to knowledge and, implicitly, develops continuously the human capital. The adequate exploitation of intellectual capital, obtained through the adequate exploitation of intellectual potential, of the individual and collective capabilities, capacities and performances are the human potential mean to rich the maximum efficiency of institution. Repetitively application of an adequate management of individual career – materialized through a superior management of intellectual capital – will represent, in the end, an intelligent, creative and performant management of institutions/organisations.

**Key words:** Labour training, firm employment decision, promotion, general personnel economics, intellectual capital, system improvement, synergy, manager training, continue formation knowledge management, human capital, occupational choice skills, professional labour markets, occupational licensing

**JEL Classification:** M50, M51, M53, M54, J24, J44

### Introduction

Generally, the culture is the support of human civilisation, the values, habits and traditions, accumulation, behavioural structures, beliefs and thinking structures being essential conditions of human existence. The culture has numerous components, each human activity having its own values systems, tradition and customs heritage which, in the end, assures its development. So, any new special/particular culture will signify accumulation of specific values to a certain field of activity of the organisation. Sometimes, the competences, habits and abilities supplied by the knowledge accumulation education is not consonant with those generated by the competence formation education, in institution with a certain specific (such those from defence field), the share of the specific abilities in this formation process being bigger than those offered by the general education. So, it appear the paradox that the culture of certain field seems to be useless in regard to the effects of efficient action, generating cleavages between what it means job knowledges and the amassed intelligence capital, which means that we can find an

excessive pragmatism of the education, materialised in its beneficiaries culture's lost. To assure a balance between education, labour market requests and necessity of durable formation of an individual's personality is a global problem, mainly because, in reality, the mechanisms of expendable society aspire to approach the individual as capital goods and less as intelligent and creative, possible beneficiary of the institution.

In public institutions the development of the intellectual capital concept (simultaneously apprehended as human, structural and relational capital) can and must generate the rise of organisation's competitiveness, materialised in birth of structural capital (further invested to achieve knowledge) and, implicitly, in consolidation and development of its success. The term of intellectual capital add up a sum of values, knowledge, abilities and habitudes of the employees, and also those cumulated on organisational level within what we call organisational culture, the final goal of its evolution being to obtain the optimal managerial efficiency. So, the individual is the main component (as human capital) of the organisational intellectual capital, being the source of his performance and the

performance of the organisation where he is part of. It is easy and logic, from a certain perspective, to understand the purpose of an individual to create added value to his capacity and capabilities (the human capital is not the sum of individuals, but the sum the individuals intelligence's interactions in the creation process), but we always put the question of what is the adequate measure for an individual of what he wish and need to invest in this intelligence and knowledge. There is no performance where there is no intellectual capital and where is no investment in human capital, the process being, generally speaking, an Archimedean convolution: the human capital generates intellectual capital which, also brings added value to knowledge and, implicitly, develops continuously the human capital in a self-development process. The adequate exploitation of intellectual capital, obtained through the adequate exploitation of intellectual potential, of the individual and collective capabilities, capacities and performances ale the human potential mean to rich the maximum efficiency of institution. No matter what is the structure, name and activity's profile of an organization/institution, we will always find some common elements such: existence of individuals group among who there are inter-dependency relations and common final goal; the individuals must cooperate and coordinate their different activities within the organizational structure; the achievement level of the organization's goals are in a strong connexion with the satisfaction level of those individual needs, respective an closeness/compatibility between the final target of the individual's personal objectives and organization/institution's objective where they belong, which will bring exponential increase of organization/institution objective's success.

It is well/known the fact that the differentiations among organizations are generated by their members' objectives, by the specific of activity, by the environment where functions, by culture, s.o. The ascertainment of the place and role of the institutions from the defence field (of the state) in society assert the definiteness of the relations between the political and military fields, in academic and theoretical environment existing different approaches. Still, whatever approach we use, in this case, the human resource is the main factor which assures the efficiency and effectiveness of the actions developed by the organizations from the defence field with the purpose to fulfil the objectives established in the legislation which provided the background for institution's establishment and function (respective efficiency and effectiveness in military actions appointed by the leadership from inside and outside organization). The functional and structural specific of the organization from the defence field (military organization), the particularities of the form, methods, procedures and means to roll-on/implement its action shall-mark over all enlist, selection and professional formation's system of the individuals who compose it. In order to fulfil its specific mission, the military organization, as an integrate system will advance a structure and functionality characteristic-special which are reflected simultaneously at the management level and the specific processes and activities levels.

Taking into consideration the importance of the multi-dimensional evolution of the intellectual capital, implementation of an adequate management of the individual career – materialised just through a superior management of this intellectual capital – will signify, in the end, an intelligent, creative

and performance management of institution/organization.

### Intellectual capital

No matter what is the organisation's specific, within it, the intellectual capital represent the total of individuals and organisation's knowledge, which generate, in and through human action, efficiency, products (material and cognitive), projects and actions, objects and knowledge (Nurmi, R., 1999)<sup>1</sup>. The refinement of this intellectual capital is focusing over its three essential forms, respective human capital, structural and relational capital, these being inter-dependent due to the fact that they are strongly inter-conditioned among them. The intellectual capital does not represent an unique individual who knows, but an one who also knows what to do, the organizational culture assuring the values systems (Iancu, 2015)<sup>2</sup> on which the individual rests on when he put into effect the detained knowledge, as background of his total knowledge and, in the same time, the procedural and relational framework within he can act.

The notion of human capital seems to shunt from the financial capital when we approach the organization/institution from a point of view considering the instruments which could generate value, taking into consideration the fact that the individual is not his own master, but an element, its resource, alongside the material, financial or energetic resources. In reality, the mechanisms of market economy and throwaway society consider that, in order to obtain an efficient organisational management, the individual will be considered capital goods, an intelligent, creative and non-degenerationable capital and

unique beneficiary or owner of entire organizational assembly (Becker, G.S., 1993)<sup>3</sup>. In other words, all three components of intellectual capital – human capital, structural capital and relational capital – can be considered as vested human resource and from which we expect a certain performance (Sveiby, K.E., 1997)<sup>4</sup>. So, the human capital will contain each individual's knowledge, professional attributions and abilities, the physical and psychological qualities, interest and relational capacities and capabilities which generate creation, the structural capital will be given by the values system self-generated by the organization, the total of production innovations, cognitive and productive processes, by the assimilation and transfer of competences, knowledge, information, s.o., and also by the cognitive and axiological heritage, their pluralism being strictly customized, and the relational capital will act on two directions, respective increase of competitiveness through exploitation of intangible resources (organizational culture), generating structural capital and, implicitly, power in efficient action, and anchorage, consolidation and development of competition success. On these lines, Leif Edvinsson, Skandia, and Pat Sullivan define the intellectual capital as being: „the knowledge which can be convert in values” (Sveiby, 2001, Curaj)<sup>5</sup>. Without analysing different approaches concerning the relations among the three concepts, we can allege that these concur to the organization/institution assertion, from the functional and efficiency point of views, realizing (alongside financial capital, material capital, infrastructures, processes and products) what we call organizational capital.

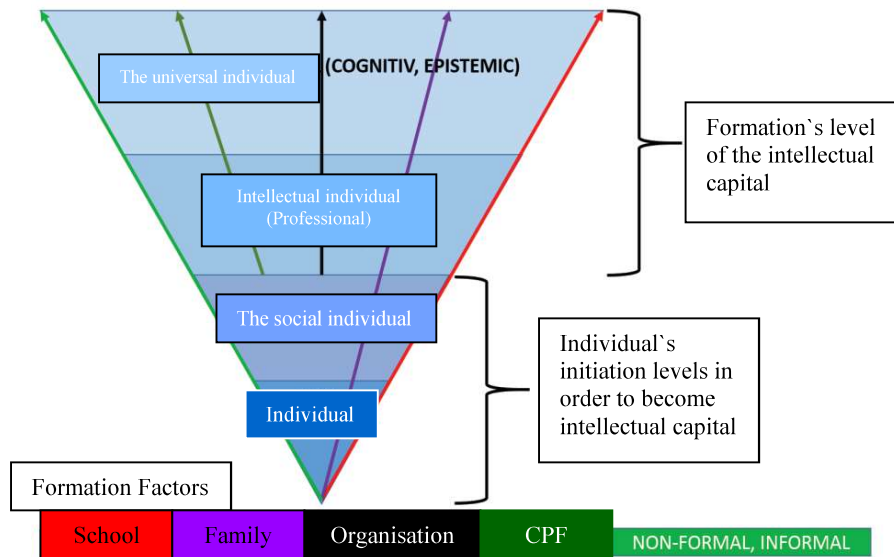
Although the term intellectual capital come out in private field, where the

individual is important insofar as he is trained to produce effective and efficient, in time, this term broadens also in public field, especially in academic one. It is obvious that his resources are characteristic to individual and the society's educational-formation system, one individual being conditional on his evolution by the mandatory passage from the level of an individual with cognitive and creative predispositions (the genetic species) to the cognitive level relying on accumulated cognitive and continuous knowledge (Prahalad; Hart, 2002)<sup>6</sup>.

Due to the fact that the intellectual capital is a sum of values, knowledges, abilities, habits of employees, assimilated by them at organizational level in the organisational culture and also those relational, it is strictly necessary to achieve also an adequate management for it. Such efficient management requests a realist evaluation, exact and efficient. There are theoretical models for such evaluations as those suggested by Bontis, Crossan and Hlland (2002)<sup>7</sup>, Hubert Saint-Onge from the Imperial Canadian Bank for Trade and Leif Edvinsson from Swedish assurance company Skandia (Brătianu, 2006)<sup>8</sup> or that described by Thomas A. Steward (Steward, 1999)<sup>9</sup>, each model having its own general advantages and disadvantages, mainly due to the fact that they do not take into consideration both the organisation's dynamic and velocity and the fact that intellectual capital's elements have a high complexity of their interdependences and different interpretations and connotations for these. The model proposed by professor Constantin Brătianu in order to analyse the intellectual capital takes into consideration the fact that the organizational capital is the result of an integration process of each employee, the human qualities

and knowledges transforming in organizational capital by means of certain integrators (Brătianu, 2006)<sup>10</sup>. So, the transformation - integration of the intellectual organisational capital depends by the wishes and necessities of the product/service's beneficiary, products offered by organization, and the knowledge process has multiple sources and multidimensional means to integrate them into durable and perfectible cognitive structures, according to the individual's aspirations. It is supposed that, in order to "form" an employee as "organizational individual", it must activate entire life, a continuous and ascending evolution within an interactive and extremely complex system (family, school, informal group, non-formal group, organization, continuous professional formation system-CPF), formal, non-formal and informal (Grădinaru, 2015)<sup>11</sup>.

Figure no. 1. Generating process of cognitive individual



(Grădinaru C., *University education and its contribution to the performance's rising of company management system in Romania*, , Romania Academy, National Institute for Economic Research "Costin C. Kirițescu", doctorate thesis, 2015)

Taking into consideration the interdependencies and conditional connections system specific to the human society, the notion of human capital - the individual's capacity and capability to create added value, to invest in his own intelligence and knowledge – could be assimilate to the notion of intellectual capital. Nevertheless, the intellectual capital do not belongs to a unique individual as specimen, but to an individual as collectivity, meaning the organization. Also, the human capital can be interpreted as social capital, if we consider as working coordinates the individual's social quality, the social structures and interactions among the individual's qualities (social and organizational) who, in the end, determine the economic growth and social progress. It could be identified also a spiritual and cultural capital, which represent the formal and informal

framework within the creative intelligence will produce added value, and which is, many times, essential in order to self-generate intellectual capital.

There are lot of general and characteristic concepts and institutions of the human capital, respective intellectual capital, such as are a series of its specificities, defined by the organisation's specificities. We can affirm that the structural human capital is proportionated by the structures' characteristics of organisation and of the elements which assures the flexibility and dynamism of its function, by the management's performance, respective by the organisational culture; cognitive heritage; network and communication; by the processes and knowledges; informational system, s.o., while the relational human capital is marked out by the social connections. The social connections condition the

structural human capital, fact highlighted by the human relation types which concerns the organization, the human capital and intellectual capital, respective the relations with exterior and intra-organizational relations. The situation is obvious in the case of studies of public institutions from defence field, especially the case of military organisation (army).

In the case of civil organisation (public or private), the relations with exterior must be constructive, creative, due to that fact that they are essential for the organisational creativity, organisational culture and, implicit, for the human value accumulated and reinvested, while the intra-organisational relations shows us the organisation's firmness, respective the firmness of the structures and relationships among different compartments and employees. An optimal organisational management will take into consideration the optimization of these relations, creation and development of a solid organisational culture.

In the case of public institution from the defence field the situation is different, the intellectual capital and its associated capitals being limited by the specific of this institution, the Archimedean convolution of the intellectual capital being simultaneously dimensioned (impelled) and crimped by organisational capital evolution itself, the component part being crimped, in his development, by the ensemble which he is part of. This paradox can be explained only through organisation's explanation itself.

### **The public institution from defence field**

The institution/organisation from the defence field – military institution/army

could be considered as a special subsystem of the social system, with specific functions, located in a network of interdependencies with other component subsystems such as civil society, economic organisations, s.o. If we analyse this institution from the points of view concerning its goal and this goal, we can affirm that this organisation represent a super-specialised instrument for fulfilling its specific missions. In other words, the final goal induce the organisation's structural and normative designing in such as to assure the rapid circulation of the decisional - hierarchic flux -, from decision to execution -, the rapid reaction and unconditional allegiance of its members (Gogoescu, 2014)<sup>12</sup>. The organisational model considered to be optimal – and historical followed, on national and international levels – is that established on a linear hierarchic structure with a centralised leadership, with a clear cleavage among the leadership and execution functions, an extremely high level of internal formalism, an own system of control and punishment, judicial autonomy in relation to the social system, a high level of integration of its members, selective access to information.

The smallest division of military organisation is the military unit. So, we can affirm that the military organisation is an inbuilt system of military units, each of them having its own specificity, among these being established a rigid network of command/authority, cooperation and control relations. An analysis of the activity inside the organisation from the defence field identifies different type of actions: execution activities: training, education, development of operative action (security, flight, jump, navigation, diving, special mission, s.o.), conception activities, leadership and coordination

activities, administrative activities, etc. Any unit fulfil simultaneously two objectives: combat and connected activities (combat capacities maintaining and recovery), the ratio between these activities being different according to its place within the military structure (the inferior echelon is dealing with execution, while the superior one deals with conception, leadership and planning).

Often it is stated that the resemblance between the structure of military organisation and the one from the huge Asian conglomerate could be easily observed when we study the hierarchy's harshness and the rigidity of decisional process, the differences focusing around the necessity to eliminate any doubts regarding the combat domain, initiative's limitation and the military personnel creativity. The noticed differences in the existence and function of military organisation during the peace time and the one during the war represents other specificities which mark its development. It is clear that, during the peace, the extremely authoritarian procedures could lose from their legitimacy, the administrative procedures requesting a high level of competence, specialisation, decisions manners, consultative or participatory leadership. In this respect, the military institution could be equated, in certain limits, with an organisation which need a new type of management, where the role of developing the intellectual capital, respective the organisational capital to be primordial.

### **Career in military institution**

Usually, the concept of career has multiple definitions, none of them unanimously accepted, the most relevant definition being (Manolescu, 2001)<sup>13</sup>: promotion, profession,

sequence of position in professional activity (Mathis, Nica, Rusu, 1997)<sup>14</sup>, series of roles during the entire life connected to experience (Gary, 1998)<sup>15</sup>, the an individual and subjective perception of the attitudes and behaviours sequence, the dynamic framework within a person is perceiving his life. Normally, through career we understand the sequence of the position filled by an individual due to its hold knowledge, the accumulation of a certain experience at the job or due to the promotion on a superior level from the organisational hierarchy. In the military institution the career is identified with the military profession because the occupied position it supposed to correspond to a certain hierarchic level, to a certain military rank, and for which is mandatory to pass a specific track (the sequence pass through certain ranks, being impossible to avoid/leap one of them). The description of the evolution in a military career and its presentation in both military environment and civil society is, generally, described in Military Career Guide or the Officer Guide, Warrant Officer Guide, s.o. Recently, due the decision to modernise the human resources management in the Romanian Armed Forces, it was decided to be implemented (2001) a new system of military career management, generated by the amendment of the Law regarding the Military Personnel Status and enactment of the Military Career Guide.

In real life on national and international levels can be noticed that not any individual who wishes to follow a military career can achieve this goal. The military institution gives a possibility to "decant" those who really can to follow this career through the mandatory period of internship, during which there are identified individuals with



real and adequate abilities for military life. After this are three directions for action: to follow the pyramidal structures of positions (pyramidal structure of ranks/evolution of military career), retirement or to continue the career but in the personnel categories called "of support"/ "specialists". There is a certain period, established for the placement in a certain rank, during this period assuming that the individual is capitalizing the accumulated or/and detained knowledge. Of course, going out from military institution it could be done voluntary or involuntary, due the failure of promotion in rank process or due the army's reorganisation.

Given the conditions of the Romanian economy's transition toward market economy and the appearance of its main negative effect – erosion of the traditional values included in cultural capital and, unfortunately, social, going to a strategy in which the military profession could become attractive was a true challenge of the modernisation process of the human resources management in the defence field (Gogoescu, 2014)<sup>16</sup>. The birth rate decrease simultaneously with the rise of aging population and the manifest of tempting offers on the civilian labour market become obstacles for military institution when was necessary to find professional human resources, high qualified and expensive, who can assure its goal fruition, on maximum efficiency.

The reform processes imposed by the accession in collective, regional and international security organisations determined the serious reduction of the personnel from the existent 220.000 in 1989. In 2015, Romania was on 53 place with 73.350 combatants/ (place 154 in the world), respective 198.250 total personnel of Romanian armed forces.

### Management of individual career

The management of individual career take into consideration monitoring, planning and placing in positions/jobs of the personnel according the existent requests from the job description files and after consulting the individual. The human resources management system from the military institution must make available to individual recent information concerning the occupied jobs, personnel needed to be employed in the vacant position, moves and promotions which can be done in a certain period of time, personnel entrances and outings, s.o. According to the theoretical studies, the basic components of the individual career management are: the selection process, planning of the career evolution and the organisational framework of the individual career management. So, the selection process will identify the individuals who deserve and can be promoted (following the steps of rising in military career), planning will established the subsequent position/jobs necessary to be followed by an individual in order to accumulate experience and new competences, essential to step up in the military hierarchy, and the organisational framework is, in fact, the structure of de career management of an individual.

The career management will always conditioned by the well-function both of its component-elements and the connections among them, the career planning depending on the performance evaluation because one of the necessary conditions to realise the selection process, this process of planning focusing on qualities, aptitudes, qualification, needs and aspirations of the individual. It is obvious that the implementation, coordination and control of such system of systems require specialised personnel structure associated

to each hierarchic level. Alongside the condition of assuring equal duals must perfectly work the principle of providing the "right man at the right position/job". Furthermore, characteristic to the military institution is the fact that, within it, coexist many types of employees, military, contractual personnel, civilian and public clerk, each having their own specificities, reason for what the problem of the individual career management becomes more complex.

Unfortunately, if we analyse the current situation of the Romanian military institution from the point of view professional structure and the career's evolution possibilities, it can be noticed situations in which the civilian positions/jobs are define on general way, without showing their hierarchy or the possibility to be promoted from a hierarchical level to the next, even there were attempts, in internal regulation, to try to equate this jobs with the military ones. On practical level, the initiated norms are not followed, often being ignored, situation which generated conflicts on working place. The deficiencies of the current evolution system in the military institution of the civilian personnel, to which could be added the lack of payment differences based on responsibility and competence level, are dispiriting for valuable individuals, with high professional competence, fact proved by the high rate of demission of the civilian personnel with specific competences and employment outside the military system, in domains which assures them professional satisfaction of the occupied job and, implicitly, a better payment (Gogoescu, 2014)<sup>17</sup>. Currently, the civilian personnel (generally those with medium level of education and performance or those who have a certain age) with no aspirations to a superior career are chose to remain

in army, by virtue of the created image about the stability of this institution.

### **Intellectual capital and the new management of individual career**

Of course the individual's perspective about his own career planning is vital, being specific to all humans. They are and will always be concerned by the evolution of their career, working hard to be prepared, in due time and with a precise final goal so that they will be satisfied. The career management will have to harmonise the organisational needs with the individual's goal/wishes and necessities, respective with his career. According to the theory and practice from human resources domain, there is a series of factors with significant impact over selection process for a certain career (Manolescu, 2003)<sup>18</sup>: self-identity, interests, personality, and social environment. In this context, self-identity reflects the career's dependency by the mans in which an individual understands himself, the interests are reflected in choosing a certain career because the individual will choose the career which he perceives as being most suitable for him, and personality reflects the personal orientation. In practice, the personality is crucial in choosing and, latter, evolution of those who prefer the military career.

In other words, the development of individual career will not overstep the limits imposed by the interaction among the existent aptitudes, the wish for professional career of individual and working experience (development of organisational culture) provided by organisation. So, the individual will develop and will be satisfied by his career so far as the organisation will provide the means which can be used by individual

in order to promote in different positions, jobs and levels in which he can put forward his knowledge and develop his aptitudes (Mathis, Nica, Rusu, 1997)<sup>19</sup>.

Despite that, the military institution impose working conditions and social responsibility different from those from civilian institutions because, even they are followed, generally, some stage in career, there are specific regulations concerning the stage's duration and promotion's conditions from a stage to another. Ideal speaking, we can presume that an individual's satisfaction in regard to his career can be given by the fact that organisation of which he is part offered him the adequate professional means to put forward his training and to develop multidimensional the necessary aptitudes. The responsibility for career's development belongs simultaneously to individual and organisation, the last one playing a significant role in facilitating and supporting the career.

A new career management in military institution should eliminate the blockings generated by the implementation of new regulations regarding the evolution in military career, the to big impact of the major changes within the social-political-economic environment and the necessity to assure the connection rank-function at the personnel's employment in jobs, respective to eradicate the false impression that the military institution is not concerned for its people.

Albeit there were approved a series of normative documents in order to readjust the conditions of military personnel career's evolution, respective the theoretical underline of an unitary and flexible individual career management, based on professional competence, performance and development potientiale, their practical implementation is

a difficult and on long-term process. The not application, totaly, of the principle of separation of execution politics, decentralisation on many levels and non-existence of a real organisational and individual planning of career determined the materialisation of a fractioned personnel management in which there were generated the premises of a narrowed approach of the personnel management (Gogoescu, 2015)<sup>20</sup>. At the Romanian military institution level, the individual career management should comprise the projection, planning, implementation and evaluation activities of the objectives, politics and strategies for development and professional usage of military personnel, with main purpose to achieve the army needs and professional aspiration of its military (Oniciuc Corduban, 2011)<sup>21</sup>, going on its principles (transparency, equal chances, integration, controlled management of individual career, direct dialog and mandatory points to pass through in career (Oniciuc Corduban, 2009)<sup>22</sup>.

As we mentioned, a significant aspect in organisation's development is given by the development of the organisational capital components (human, structural and relational). The new management of individual career will assume, unequivocal, also the development of this capital, the organisation's efficiency and effectiveness being given by the optimal evolution of these two concept's conjunction. If it is desired to develop the human capital, then is obvious that organisation wishes, can intend to contribute to the development of each individual's knowledge, to their competences and professional abilities, physical and physiological qualities, of interest, relational capacities and capabilities, the final consequence being drafting/supplying "creation" on behalf of individuals on

element and ensemble levels. Also, the structural capital based on organisation's self-generated values system, the sum of production innovations, cognitive and productive processes, assimilation and competence transfer, knowledges, information's, s.o., and also the cognitive and axiological heritage, will be support be the individual's development, he acting as a system who feed the system of systems where he is part of, and the relational capital directed toward the competitiveness increase (through organisational culture capitalisation) and anchorage, consolidation and development of competition success will be generated in a similar way.

There are a series of important aspects which draw our attention when we wish to assure an optimal individual career management, mainly the mean and development directions of intellectual capital on the terms of a restrictive institutional/organizational culture, respective a conditionate evolution of relational capital. Of course, the military institution implies the existence of inherent working norms and regulations, an inherent organisational culture in which we can find the assembly of distinctive, spiritual, material, intellectual and affective features resulted from the individuals way of thinking, feeling and personality, displayed in the working processes, which determine significantly the organisation's mission in the defence field and the its fundamental objectives. In organisational culture from the defence field institutions we can find the national culture models, the element of "organisation's mission" which brings to the organisation's individuals a feeling of identification with organisation itself. Such organisational culture has old sources, perpetuated till now, non-compliant to change (only in exceptional

cases and which target the defence of national state, the national sovereignty and Romanian citizen's security). Unfortunately, this specific organisational culture seems to suffer cleavages/distortions, dysfunctions and alterations, not very important because if the institution's essence is affected his could lead to catastrophic effects over the entire national state.

The elements which can affect the content of organisational culture in the public civilian sector (theoretical/variable and those affiliated to human nature) can affect also the organisational culture from the defence field, their impact being diluted by the institution's specific. The organisational values promoted by the defence institution's leaders are shared by each individual within it from his entrance in organisation, his effort to transmit/implement forward being smaller than those from the public civilian institution quite because the linearity and continuity characteristics of its military education/training process (Gogoescu, 2014)<sup>23</sup>. In the institutions from the defence field from Romania it is easier to determine the presentation forms of the noticeable aspects of organisational culture (istoriettes, symbols, heroes, rituals, ceremonies, language, norms and status) because these have a history in contributing to those organisation's cohesion. Unfortunately, the continuous and persistent deterioration of the external environment outside the defence field institutions, of the organisational culture from public civilian institution (and private) determined also the deterioration of some elements of organisational culture, most obvious being those regarding the moral values scale, persistence, perseverance, moderation, existence of shame feeling, relation's organisation through status,

s.o. Furthermore, perpetual transition of the Romanian economy determined also the erosion of traditional values (patriotism), fact reflected in the decrease of military profession attractiveness, the limitation of the environments where could be recruited military personnel. The difficulties are amplified by the existence of the mixt of civilians - military, as we mentioned before, the lack of payment differences based on different levels of responsibility and competence, lack of motivation for valuable people, with high professional competence, within the organisation or who supposed to be employed in the future. In fact, the most obvious effect was the large number of demission of the civilian personnel with specific competence and their employment outside the military system. Based on reminiscence of created images about the military institution stability, we met today civilian personnel (with medium training and performance levels or who have a certain age) with no aspiration for a superior career. The situation has a special impact over the organisational culture tamping or disturbing its exponential development. The detraction of the standards required to accede in military institution, the abusive use of indirect channel for the military personnel formation in the lean branches within the military organisation structure, the inequable settlement of the military branches for which they apply to indirect channel and the evolution of this type of personnel are elements which support the failure of the management politics, of the individual career mangement, of the individual, affecting in an essential way the institution.

The invisible aspects of the organisational culture from the institution from the defence field, affected by the external

distensions regard the dilution of the national solidarity concept, of the attitude towrd the country`s defence, of the social cohesion at the community level, of the consensus and conformation to the community`s rules, respective of the society, disapareance of respect cultivation towards the Romanian military traditions and values, to which can be added the false impression that this institution does not seems to be concerned by its personnel`s situation (current and future).

Regarding the intellectual capital, the military institution has simultaneously positive and negative evolutions. The positive aspects concern the special quality of the education system advanced by the institutions from the military education system, being well/known the fact that its alumni received certain fame due to their success in the national and international competitions. The desire to continuously improve themselves, in military and civilian environment of the civilian and military personnel is well known, the dimensions of this formation - improvement process being more than significant. The negative aspects which overburden these evolutions were above mentioned, and can be add the false expectation – of both sides, respective errors in understanding, by employees, the dimension of their contribution which they believe that employer wish to receive from their behalf, respective how and what they expect to receive in turn to their service from the employer`s behalf. The situation in the military institution is more obvious during the pace regime.

Th edvelopment and implementation of some concepts such as emotional intelligence and/or social intelligence seem to enter in antinomy with the strictness of military system, these aren`t encouraged or developed

although there are sectors in which their applicability will bring significant improvements to the system's function. A study of the social intelligence in such specific institutions will highlight the knowledge, interpretation abilities, memory types, abilities to solve problems and the pragmatic framework necessary to an individual to work even-minded, driven to be helpful for the human - intellectual capital evolution. Furthermore, the study of social intelligence disclose the fact that the social intelligence is driven by ideals. General, this searching system of new ideals helps to the individuals function as elements of social life, but also to ease the selection process of the candidates to a military career on long term. If it is confirmed that an social intelligent person has a profound level of knowledge, more extensive, better integrated and more accessible, the abilities and habitus being developed on higher level, we can assume that this social intelligence can be use more efficient in the social interactions; in other words, we can assign to this person, in time, higher competences and responsibilities. Also, it can be aver that if a person has academic intelligence than this person has knowledge, habitus and possibility to use them to a superior level. In other words, an individual capable from the social point of view can be involved, in certain conditions, in different environments (social situations) taking into consideration the differences generated by his social cognitions and, in this way, he can process them. Similar, an individual – social competent, with a solid social knowledge background, can lack the ability to apply this knowledge in a flexible way in new social situations. Specialists from this field consider that the capacity of an individual to use his abilities to rich his goals,

alongside the flexibility to extrapolate this “luggage” in the new social situation, lend to social intelligence the attribute to develop expertises which help individuals to understand the way in which a person with social intelligence is using his abilities, the time and effort to monitor his interactions in order to develop and maintain the social intelligence, the increase of personal motivation level.

### Conclusions

An adequate management of individual career should harmonise the organisational needs with the individual ones through correct and complete understanding of the internal and external elements which carry-over an individual in the process of selecting a career, perfecting the organisational capital and, implicitly, mixing well the individuals who “compos” the institution. The social environment where we live is in permanent change, technique and technology, education and training, social and economic situation, the profession's mobility or the disappearance of some specialisations make us to accept the necessity of implementing a complete and complex system of career planning with possible development of multiple qualifications.

Currently, the careers dynamic seems to be marked by rapid changes, the employed personnel being in the situation to confront them with an increasing competence and quick adaptation without having, unfortunately, the employer-institution/organisation, often this being more an obstacle in the process of generating adequate reactions both for individual and institution/organisation.

It is easier to approach an individual's career in a narrow denotation, in promotion

stages predictable during the service within one compartment/unit of a singular institution/organisation, but situation become more complicated when we specialised public institutions/organisations. The careers started to be shaped in more diverse forma, more difficult to be managed, the individuality of a person, his accumulated knowledge, must be taken into consideration as future indicators for generating their working environment. Similar, the individuals become more and more interested by the development of their qualities, by the existent and future competences, by the self-determination and evaluating opportunities, sometimes their careers seemed to be a sequence of short-term episodes, more and more complex from many points of view. This kind of evolution has a significant impact not only over individuals themselves, but over entire "crowd" of individuals – respective entire society, but things have a bigger significance when the institution/organisation has national importance regarding the existence of national state itself.

Generally, the public employees are more concerned by present, without having a perspective of future evolution of their person or of the public institution where they belong, large part of them considering that the future is a problem of their leaders or of the political class even the effects, usually negative, burden them. At the level of inter-human relations within the public institutions, the individuals seems to ignore or fulfil partially the role of replenish the structure of formal organisational relations and to strengthen the cohesion of informal groups made in these institutions (organisational culture, respective the relational capital), trimming more toward the development of interest (and power) networks. Generally, it

is given prefece over the observance of rigid norms within the military institution, without taking into consideration the negative implications which this kind of attitude can tolerate on developed activity and, implicitly, over the institution's goal, sometimes appearing unofficial intervention situations for solving the personal problems or of different kind in favour of friends, acquaintances, making personal favours to third persons to whom they like to develop relations, even if it means to "disturb" the institution's existent general norms.

It is benefit to develop and implement a new management of individual career but this must not mean to increase individualism, the non-implication and avoiding to take decisions within the institution and, extremely, the rise of non-assuming responsibilities predisposition (individual or on group), the individual's justification being that the initiative is not encouraged or pandered, many times this being ignored or punished. The indirect negative impact appears both at the level of relational capital evolution, and intellectual capital, ensconcesing so called sufficiency of individual. Even at superior level seems to be preferred the "lame-duck" attitude, but without allowing the assumption pf positive results and possible benefits, reason for which the public employees incline to wait the order's run-down, preferable written, even they know how to execute the order or have superior knowledge's regarding the viability, opportunity or possibility to execute the order. All these dysfunctions affect the relational capital's evolution and function, creating false organisational culture.

The reality proved that the optimal function of the elements of organisational capital significant affect the public institution's

productivity and the level of achieving the scheduled objectives. The incompatibility between the initiated changes in a public institution and the existent values of those elements brings on the foolproofing and failure of public institution itself. In order to avoid such situations preferable must be determined the effects generated by the distortions of these values over the processes which are taking place within the mentioned institution, over

the employees expectations, and even of the leading class involved in public management in public institutions, each stage of the process to solve the problems generated by the changes in the external environment must embroil the achieve of consensus for new values determinated by the strategy, goals, means, performance measurement, motivation, s.o., of institution.

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