

A NEXUS OF DEFENSE AND SECURITY GOVERNANCE IN THE FRAMEWORK OF CONTEMPORARY MANAGERIAL TRENDS

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Abstract: The article contains a literature review of the most relevant and important trends in contemporary management and, based on this background, some possible directions for determining how to run processes specific to defense organizations are highlighted. As methodological framing, an applied research (information collection using Web of science and bibliometric processing to build the conceptual picture of management trends) and exploratory (in terms of purpose) was intended to determine the impact of contemporary management trends in the military. The work is of interest both for researchers in the field of general management for the understanding of some managerial peculiarities of the military organization but also for military specialists for a better awareness of the need and usefulness of scientific investigation of some specific aspects, at the same time also of the military science, considering the framing of the military domain in the social macro-field. It was also taken into account the fact widely accepted by scholars that in the history of management, on several occasions, some authors have considered the military organization as a managerial model.

Keywords: managerial trend, contemporary, governance, military organization

1. Bibliometric analysis of concepts specific to contemporary management trends

The bibliometric analysis aimed to investigate the literature on management trends based on two databases, Web of Science and Dimensions. Recent studies [1] have shown that the Web of Science database, although the most used in this type of analysis, has a more selective

content, while the Dimensions database is more complete, integrating about 82% more journals compared to Web of Science. Searching for the phrase “future management” generated 4685 documents in the Web of Science database, detailed in Figure 1. The data processing was done using the Bibliometrix platform specific tool [2].

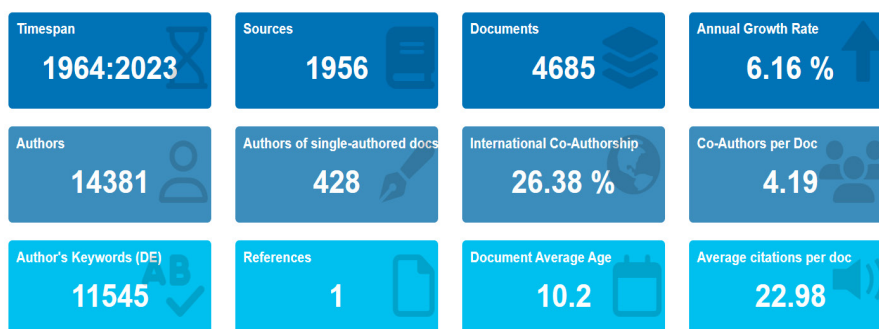


Figure 1: Overview of Web of Science information

DOI: 10.2478/kbo-2023-0024

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from the titles of the works cited by the authors, providing a more complete picture of the subject analyzed.



climate change, followed by research on the dynamics and evolution of human behavior and the population in general, under the influence of pandemic threats, as well as through the development of the IT component (software).



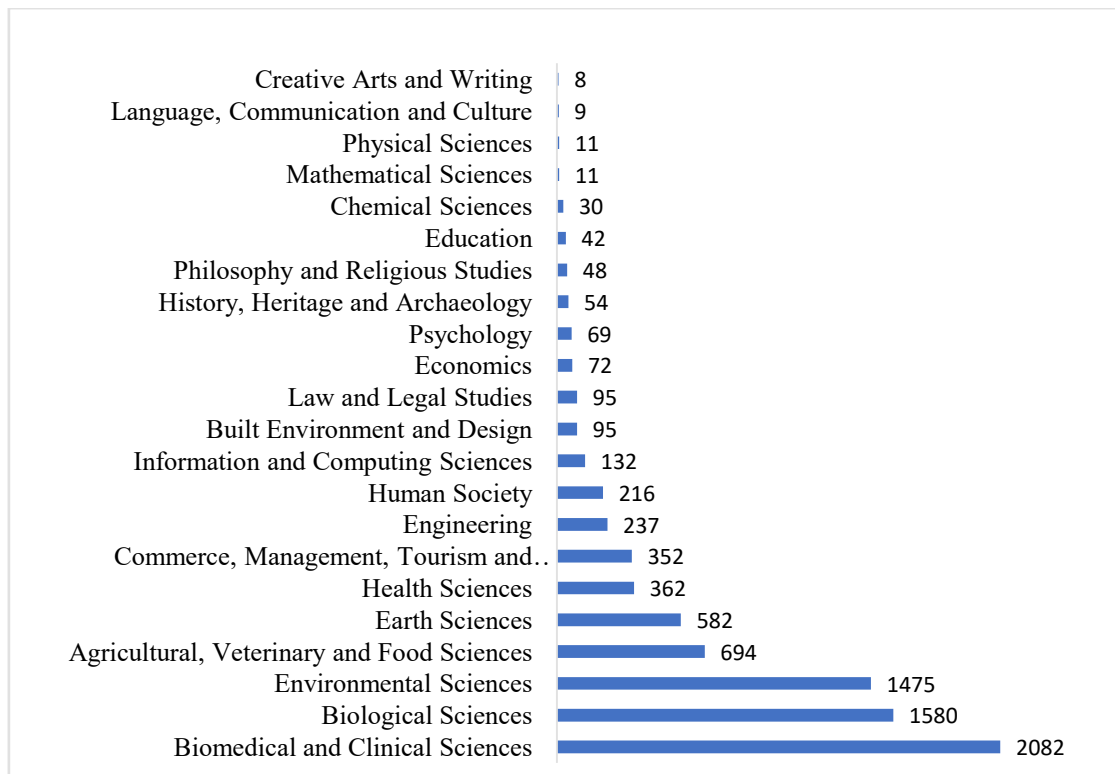


Figure 5: Areas of research of documents in the Dimensions database [3]

Almost half of the studies (3590) are concentrated in the period 2014-2023 (see Figure 6), and the peak of research linking management to the latest trends was in 2022, with 572 studies and research.

Of the 352 studies on the field of Commerce, Management, Tourism and Services, 223 materials converged on the subfield of Strategy, Management and

Organizational Behavior, published in the period 1968-2023. In 2023, studies on the issue of discrimination in the workplace stand out [4], and 2022 is marked by concerns about building organizational competitive advantage through the adoption of new information technologies [5] or the digitization of some processes [6].

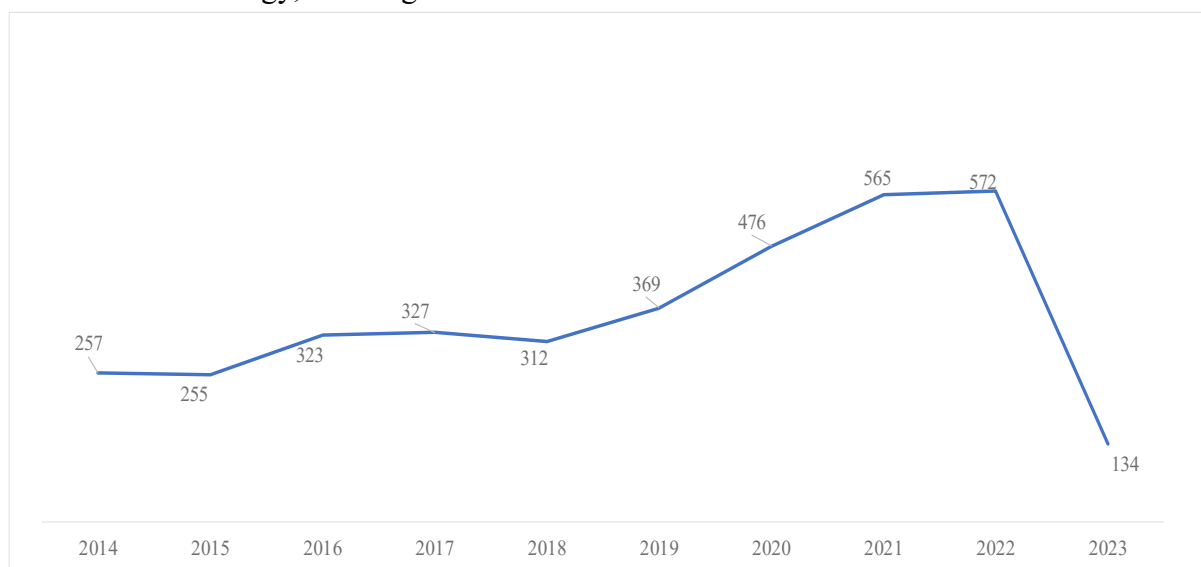


Figure 6: Evolution of publications in Dimensions

2. Literature highlights on the future of management

Globalization, the growth of economic development, the rapid development of science and technology, economic wars, the need for organizations to adapt to changes in the labor market, the Covid-19 pandemic and military conflicts have led to the emergence of new perspectives and trends in management which “have generated numerous reconsiderations and innovative approaches in the management of all categories of entities” [7] and which “help organizations to adapt to current market requirements and are a key factor in ensuring business efficiency, profitability and, ultimately, competitiveness” [8].

In general, these trends show a steady evolution as organizations grow and adapt to change.

Integrating these trends into the organization’s current work leads to increased productivity, reduced staff turnover, strengthened organizational culture, organizational stability and continuous adaptation to changes in society and the labor market.

Taking as a bibliographical basis certain works in the literature [9], [10], [11], [12], [13] and in the business area [14], [15], [16] [17], in Table 1 we present a summary of trends in management and how they manifest themselves.

Table 1 Trends in management and how they manifest themselves

Trends in management	Mod of manifestation
Area / Management Area: Organizational	
Knowledge management	Effective and efficient problem solving, dynamic learning, strategic planning and decision making.
Learning organization	Continuous learning to be able to constantly adapt to internal and external changes.
Reengineering of business processes	Every effort of the organization should be aimed at achieving customer satisfaction, which leads to increased performance and profitability.
Outsourcing	Outsourcing parts of jobs to other organizations or external collaborators to bring quality and benefit from specialization.
Stress management	Adopting measures to reduce the level of stress in the organization.
Participatory management	The involvement of certain categories of subordinates in making certain decisions.
Participatory organization	
Simplification of the organizational structure	Increasing employee responsibility and direct manager-employee connection.
Adaptable, flexible leadership and management	Quickly adapting to changing market conditions and maintaining high standards in customer service.
Green Management	Orientation of the organization towards the preservation of the environment, sustainable products and the use of technologies that do not pollute the environment.
Gender equality	Achieving gender equality in the organization.
Experimenting with artificial intelligence	Automation of processes and routine tasks.
Digital transformation and the use of platforms	

Changing organizational culture	Major reorganization of the organization, launch of new products, etc.
Area / Management Area: Management / Managers	
Time management	Prioritization of activities.
Conflict management	Appropriate ways to resolve conflicts depending on their nature.
The training of managers	Participation in courses and activities aimed at improving the work of managers.
Gender equality	Reducing the gender gap in management positions.
Remote and hybrid work (office – out of office)	Remote work.
Developing soft skills	Collaboration, critical thinking.
Emotionally intelligent managers	Recognizing, understanding and managing own and employees' emotions.
Continuous feedback	Permanent connection with employees.
Area / Management Area: Human Resources	
Workforce diversity	Heterogeneity in terms of age, sex, religion, nationality.
Time management	Prioritization of activities.
Stress management	Encouraging and motivating employees to work remotely by providing a flexible schedule and renouncing the obligation of a fixed schedule and place of work.
Employee mental health and wellbeing	
Remote and hybrid work (office – out of office)	
Shortening the work week	
Employee training	Motivation for education continues through participation in courses and programs aimed at improving work performance.
Professional development	
Focusing on employee retention and increasing employee satisfaction	Ensuring positive workplace experiences.
Continuous feedback	Weekly or monthly feedback sessions.

Very interesting and useful to complete the picture presented above is also the observation expressed by Constantin Măgdalina of the American Chamber of Commerce in Romania on management trends for 2023, of which the one on Integrated development of leadership and management skills stands out: “Using a unified approach to developing leadership and management skills allows classroom courses to be seamlessly interwoven with online webinars and tutorials, followed by mentoring and coaching sessions that managers can easily fit into their day without disrupting their schedule too much” [18].

3. Particularization of managerial trends in the field of security and defense

Security and defense organizations are a special category of organizations because of their functional specificity and the management exercised within them. The operational context in which the capacity, effectiveness and quality of military management can be assessed (most of these organizations are militarized) is that of crisis management, with all its typology (humanitarian, military, economic, etc. or combined).

In the framework of discussion set up to this point presented in this article (to be particularized characteristics) there are two

organizational macro components that are worth mentioning, namely human resources and technology. Regarding human resources, defense organizations will face, against the background of various general imbalances in the labor market, difficult times in attracting, training and retaining skilled human resource, the key to ensuring a positive flow in the field being the performance of the pay and retention system. Virtual and augmented reality technologies, in conjunction with gamification, and with a focus on developing critical thinking skills (and less on learning standard recipes) will be the key enablers to implement promotion and recruitment tools and methods for entry into the military systems. Practically, it is necessary for military human resource specialists to ensure a different kind of balance between vocational requirements and benefits. A delicate situation can be registered in the ITC field, where civilian offers meet the prerequisites of being much more generous and attractive considering also the generational profile of the young possible subjects for recruitment, selection and training. Opening up security and defense organizations to the implementation of advanced technologies is a sine-qua-non for their development. On the one hand, it is the operational conditions of contemporary theatres of war in which they are directly involved and may be directly affected by the technological gap, on the other hand it is economic conditioning (less academically speaking, a state can afford a level of security in direct relation to the level of economic development achieved). The implications of this technological vector must, of course, also be reflected in the academic programs in use, so that in future, for example, a basic course on cyber security must be included in the educational curriculum, regardless of specialization. Digital transformation and the use of specialized platforms will be implemented gradually, respecting need to know/share to know

ratios, with military educational institutions being among the beneficiaries. The technical domain is the flag domain of military-type organizations as a lot of cutting-edge research is applicable here or is dual-use. The linkages are both from theory to practice and vice versa, with implications on how management is done in security and defense organizations (e.g. the introduction of new technologies leads to a rethinking of a staffing scheme or a resubordination in the chain of command). Within this functional pillar, a further operationalisation of the (at least) triple helix collaborative model is to be expected, and there are concerns about this [19].

Gender equality is already a concern and a trend that will continue to be addressed in militarized organizations. The implementation of this objective is done both through expert advice and by ensuring a balance in the specific processes and mechanisms for filling posts where the presence and participation of female officers or civilian staff is effectively encouraged (see for example selections for posts under UN or EU mandate).

An adaptive flexibilisation of management specific to defense and security organizations in terms of changing the relationship between management and leadership (as a science but also as a practice) will take place in view of the internationalization of action contexts both in peacetime and in crisis situations. Large organizations (e.g. NATO) require agile functional and action-oriented processes to meet, in a nutshell, the assumed requirements of readiness.

The management of militarized organizations is done by people and for people (see also figure 2), the provision/guarantee of security as a public service being a continuous process, which also gives a specific feature to this type of organization. A particular role, based on managerial, structural and not least organizational culture specificities, is assigned to these types of organizations and

will be increasingly evident in the future also in the management of civil emergencies (humanitarian crises, epidemics, migration, extreme natural phenomena, etc.). Military, police, firefighters, gendarmes, etc. are also present in such areas, helping to restore balance/ensure sustainability in the affected areas. Based on a general definition of governance, seen as “the way that organizations or countries are managed at the highest level, and the systems for doing this” [20], for military and security organizations it could be inferred that human resources and ITC sector will be the two main pillar of next transformations.

4. Conclusions

Contemporary managerial trends are an expression of the level of societal development reached at a given time, extrapolated in Richard Farmer’s language, the basic factors that explain why a country is rich or poor. The picture of the manifestation of these tendencies is revealed primarily at the level of managerial practice and, in conjunction, at the level of management education. The dynamics of the implementation of these

trends are differentiated at least in terms of public and private, the field of activity of the organization, its size and the level of performance achieved. As has been pointed out, militarized organizations are specific typologies with their own organizational culture, which are also subject to transformation in line with the dynamics of societal macro-processes. Change processes are generally slower in such organizations, but as they are part of an increasingly connected world (there is a greater openness to civil society in democratic states), they also take place within a robust procedural framework, set by programmatic or even strategic documents. The transformation of security and defense organizations is an ongoing process, with human resources and technology as its pillars. The transition from management to governance in this case will be marked by extensive and intensive changes operationalized primarily in the ICT domains and involves extensive re-engineering processes, with budgets allocated accordingly. The measure of the effectiveness of transformation is verified and validated by specific macro-indicators such as interoperability and capability.

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