

ORGANISATIONAL FUNCTIONALITY AND PERFORMANCE IN THE MILITARY: CONCEPTUAL AND STRATEGIC CONSIDERATIONS

Alexandru-Marius RIZESCU

“Nicolae Bălcescu” Land Forces Academy, Sibiu, Romania

mariusrizescu@yahoo.com

Abstract: *This article explores the dynamic interplay between leadership and organizational culture within military institutions, with a focus on how leadership practices influence and are influenced by cultural patterns. Drawing on established theoretical frameworks and practical observations from military environments, the study emphasizes the importance of transformational leadership as a catalyst for cultural change, especially in hierarchical and tradition-bound systems like the military. The paper also highlights how leadership styles can either reinforce or challenge existing norms, values, and behaviours. By analysing the mechanisms through which leaders shape perceptions, motivate personnel, and guide organizational development, the article sheds light on the challenges and opportunities of cultivating adaptive and resilient military cultures. The findings suggest that a strong alignment between leadership approaches and organizational values fosters cohesion, performance, and innovation. Ultimately, this study contributes to a deeper understanding of how leadership acts as both a product and a driver of organizational culture in the military context.*

Keywords: Organizational functionality, Organizational performance, Military organization, Human capital, Leadership

1. Introduction

Romania's national defence is intrinsically linked to and mutually influenced by the level of functionality and performance of its military organization. Consequently, any meaningful study or analysis of these interdependencies must be situated within the broader framework of the national, European, and Euro-Atlantic security architecture.

While various methodological approaches may be employed to examine the correlation between organizational functionality and performance within the military, we argue that an analytical exploration from an interactions perspective offers the most comprehensive understanding. Such an approach can

elucidate how sustainable development of the military organization contributes to enhancing national security.

In a context marked by unpredictability and constant transformation, characterized by multivalent, asymmetric, or hybrid risks and threats, as well as reciprocal interdependencies specific to the European Union area, the establishment of a modern and high-performing defence system is imperative. This system must not only fulfill national defence requirements but also ensure full interoperability with NATO structures [2].

Both external environmental factors and internal organizational dynamics significantly influence the management strategies of the military organization,

particularly in the process of transformation aimed at developing and maintaining military personnel capable of responding to the challenges of asymmetric and hybrid warfare.

2. Theoretical Background on Organizational Functionality

The continuous transformations and mutations in the global and European economic, political, social and security environment, generated and determined with astonishing speed, are unequivocally and categorically altering the security of states and military organizations at the beginning of this millennium and, by extension, their functionality.

The organization is that determined reality defined by: individuals and groups, tasks and technology, structure, processes and, as an essential aspect, management.

Regardless of the way in which the organization is designed and functions, it constitutes the social support in which people are integrated and which is set up to achieve the clearly formulated, precise and quality objectives necessary for its functioning.

By functioning we mean the complex and continuous process of implementing, concretising and realising the organisation's projected goals, through which the organisation's strength and potential to synchronise its resources quickly and on the move with its objectives is essentially externalised and communicated [4].

The functioning of an organisation as a whole, however, results from the relationships that are established between all the components, and cannot be reduced to the functioning of a single component or to the independent functioning of each component.

The functionality of the organisation refers to its state, its specific value and the extent to which it achieves the mission and goals set and assumed, for each circumstance, but also for the entire period of its existence.

The functionality of the organisation is the

dynamic way in which its elements interact to perform its functions, its ability to cope with internal and external influences, and to achieve the purposes for which it was set up.

The functionality of the military organization, as a high-performance organization, is mainly determined by the people, their potential and competence to increase individual performance, and the degree of utilization of all resources is at higher or lower levels.

The military organisation must be capable of conducting unified, structured, effective and efficient military operations based on specific challenges, and its main characteristic must be future-oriented and future-challenged, and it will have to continuously adapt and adapt to meet NATO's standards, strategy, doctrine and norms.

In the current geopolitical context after 24 February 2022 when the Russian Federation invaded Ukraine, the security paradigm has radically changed and produced the most severe and dangerous security crisis in the world and in Europe since 1945.

In Romania's case, this war has generated analysis and adaptation to the security situation and the prioritization of priorities, implying a series of operational adjustments in defence, the consolidation of existing capabilities and the development of others resulting from lessons learned in line with the evolution of the strategic environment.

Consequently, the functionality of the national security system can only be realized through an integrated approach, in the successive stages of institutional consultation decision-making, implementation and periodic evaluation.

Organizations play a major and determining role in every nation and for this reason, functional organizations are a fundamental element for their development.

The National Security Strategy clearly sets out the essential guidelines for realizing the security and defence construct as a unitary whole, based on the convergent and

substantial contribution of all the instruments of state power.

For organizations, including the military, to be functional, it is imperative that they are in continuous connection with the framework in which they operate and which influences them, in order to be able to adapt and even change to respond efficiently and effectively to changes in their relations with the external environment.

The potential of the military as a functional and competitive organization is primarily people, their skills and their ability to raise performance, and the extent to which other resources are valued is higher or lower depending on the quality of education.

This is why the organization and its elements need to be analyzed structurally (organizational processes and structures), conceptually (meaning and evolution), descriptively (dimensions and characteristics), typologically (descriptions and nature), behaviorally (cultures and performance), but also in other ways, to the degree of detail that satisfies a multitude of descriptive-functional requirements.

Knowing, determining and differentiating the attributes, understanding the particularities of each of them in the functioning as a system of the military organization establish the essential determinants that enable continuous action to improve and perfect the quality of military processes and activity.

The adaptation of our military organization comprises a number of essential and necessary processes: the reorientation and reorganization of force structure, accelerated technological modernization, doctrinal reform, an organizational culture conducive to change and a willingness to tolerate and address risks, to re-establish the way military capabilities are produced and employed, thus giving rise to new means of handling and conducting military operations.

The process of full integration into NATO and the EU entails the continuous operationalisation of forces and the

implementation of committed programmes related to technical equipment, the restructuring of the military education system, the professional development of personnel contributing to NATO and the EU, as well as the large-scale implementation of interoperability standards for force missions at the level of non-deployable units [6].

The organization, as a system, influences each individual, but also the structures as a system, and at the same time bears their effects.

Consequently, organizations are catalysts and vectors for the development of nations, and in less than two centuries they have brought about exceptional developments all over the world.

3. About Organizational Performance

Organizational performance is one of the key indicators of an organization's functionality and certainly the most valuable proof of an organization's viability.

Performance characterizes the extent to which the organization achieves its objectives set at the maximum levels of the benchmark indicators.

When we talk about the performance of a military organization, we are referring, above all, to the effectiveness and efficiency of mission accomplishment, which reflect the specific characteristics of this organization [1].

H. K. Bernadin, quoted by Michael Armstrong in Human Resource Management defines it as the sum of the effects of work as they provide the strongest link to the organization's strategic goals, customer satisfaction and economic contributions.

Increasing organizational performance requires, among other things, a broad process of organizational change at the level of each structure but also at the individual level.

It is of paramount importance to emphasize that performance is not only objectified in

the result achieved, but is a transformative process, an action directed towards success. Success is not measured at the end, but is built during a managerial process that defines, then communicates expected results, specifies the activities to be accomplished, controls rewards and information related to results.

Thus, once the strategic project based on vision and mission are clear and objectified into measurable goals concerning the future and direction of the organization, it is imperative that they are implemented and anchored in the culture of the military organization [8].

Performance is an organization's observable and measurable endpoint achieved on its strategic dimensions and potential for achievement.

Consequently, it can be noted that there is no organizational performance without referring to the strategy and objectives established and assumed at organizational level.

The organization's performance is determined by a multitude of conditions, such as: the organization's management, the social and economic context, the organizational culture, the organizational climate, staff motivation, the level and quality of the organization's resources; the way in which assessments are carried out, benchmarks, etc.

with its qualities, training and capacity to increase performance, while the extent to which other resources are valued is higher or lower depending on the quality and quantity of each.

The organization's performance is directly associated with the organization's human capital and determines the way in which the total resources of the military organization are used, in harmony with the level and manner of training of military personnel.

Studying the diversity of literature in the field of organizational performance, we found that large organizations, such as the military, use both financial and non-financial criteria, standards and indicators when analyzing performance.

Performance in the military organization ranks at the top levels of quality benchmarks, outstanding achievements in the field, best results achieved [3].

Consequently, on the basis of the explanations made, we can consider that organizational performance is the most meaningful and consistent form of assessing the functionality of an organization using a multitude of indicators that portray the results of the different components or of the organization as a whole.

For the military organization, from my point of view, the set of indicators refers to: the level of leadership of the military structure, the degree of ensuring the organizational framework and the quality of documents for planning, organizing, conducting and keeping records of command training, the level of staff activity, the capability and level of readiness of military personnel, the training potential, the concern of military personnel for interoperability of training with similar NATO states, the content of the combat training process, the level of training of military personnel, the level of military discipline, the state of the military organizational climate, the degree of provision of military technology, equipment, weapons, ammunition and



Figure 1: How to Apply Organizational Theories to the Workplace [10]

The potential of the military organization, as a mission-bound organization to perform and be competitive at all times, is represented mainly by the human resource,

materials necessary for the conduct of combat training, the training base and the logistics of combat training: Capability of action of the sub-units to provide combat training and logistics, construction and accommodation activity in support of the combat training process, facilities for combat training activity in barracks and outside barracks (polygon complexes, training camps), level of specific activities, military discipline, financial-accounting activity, medical care, public relations, international relations, religious, heritage and military traditions, quality of life of personnel, legal assistance, occupational safety and health etc.

Effectively managed, the constant performance improvement activity consistently and meaningfully supports the overall mission and objectives of the military organization by being focused on key areas and issues with direct implications on the process of combat training and ensuring success in the conduct of military operations.

4. Interconnection between Performance Management and the Level of Functionality and Performance of the Military Organization

Performance management deals with performance issues in the work of organizations. Nowadays, knowledge of performance management has become indispensable in running an organization of any size.

Performance management knowledge is the primary resource for development and leaders are the main catalysts. It is recognized that the performance of an organization depends on the quality and level of leadership carried out, the organizational framework designed and implemented, the level of training of leaders and the methodology practiced by them.

Performance management is a core management discipline concerned with the design of new systems, methods, techniques

and procedures designed to increase organizational performance. Performance management is defined as a process of achieving performance goals by utilizing and coordinating human, technical and financial resources within the given environmental context.

In this way, the implementation of a performance management system adapted to the organizational culture brings significant benefits to the organization, leaders and staff [5].

The experts' opinions on organizational performance are divided. According to some authors, performance is assessed by quantifiable, observable, measurable achievements and more optimal functioning of the organization. Others see organizational performance as synonymous with profitability, effectiveness or competitiveness. These two approaches have one thing in common, they refer to the appreciation by the beneficiaries, and another interesting argument/consideration is that the organization performs not only in relation to its environment but also through the movements and complexity generated by strategy and sometimes even by the action of unintended principles.



Figure 2: Performance Management System the Organizational solution [11]

Performance management differs from the study of management in general in that it is highly tailored to the specifics of each organization. It is very important to remember that there is no generally valid recipe applicable to all organizations.

In order to develop the process of performance growth, objectives must be set, starting from the needs of the organization, the organizational culture and finally the other management functions must be integrated. The characteristics of the organization and the context are very important, T. W. Jones, quoted by Michael Armstrong states that context, not performance management, must be done.

Achieving performance requires that the organization has a performance-oriented philosophy from which its vision, mission and strategy are derived. Developing these is a task for the leader [7].

Vision is a picture of the future towards which the organization is aiming. The formation of the vision requires information from many areas such as: products, technologies, employees, competition, market, etc. The whole process of creating the vision is based on analyzing the past and objectively assessing the present state. Mission defines the purpose, the *raison d'être* of the organization. The mission plays an important role in the formulation of strategy and is a first step towards breaking down the purpose into objectives. Strategy is generally intended to shift the mindset of an organization's employees, to mobilize them, and to provide a clear direction forward. Performance management is therefore about identifying the stages, phases, resources and work processes needed to achieve the best possible performance in achieving the rationale for setting up the organization.

The organizational and knowledge-based management elements highlight the fact that the importance and complexity of human resources is increasing more than in previous economic systems.

The link between NATO's requirements and the fundamental nature of our choice in the field of national security, now and in the future, is essentially represented by the training of military personnel (officers, military masters, non-commissioned officers and professional military), as a

defining and representative element of the human resources policy.

Thus, we can show that the most valuable resource of organizations - knowledge - belongs to the members and any immediate action by them has implications for knowledge-based management. Human capital and economic resources are, therefore, corresponding components of the same domain of evolution, their levels being interconnected.

The very manner, path and procedure of achieving competitive advantage takes a different turn and perspective, and in this way The new competitive advantage and the new barrier for organizations in the 21st century is the knowledge of human resources.

One of the major challenges at the beginning of this millennium is knowledge-based management which has emerged as a result of the development of scientific knowledge whereby this management system is born and evolves only within the knowledge-based organization [9].

Competitive organizations argue that people become more interested in activities that require creativity and inventiveness and that give them a sense of satisfaction.

Knowledge management can be defined as a strategically oriented approach to motivating and facilitating the engagement of organizational members in the development and use of their cognitive capabilities, by valuing, in line with the overall objectives of the organization, the sources of information, experience and skills of each of them.

The performance of an organization is mainly influenced by the way in which the existing human capital is put to good use, by the quality of its managers and by the professionalism of all staff, including the executive structures.

5. Conclusions

I consider that the study outlines the problematic framework defined by the proposed theme, which imposed as a

starting point the new paradigms of national and Euro-Atlantic security and, thus, it became possible to confirm the foundations that the security strategy and national defence strategy determine for the military organization.

The entire content of the study has been designed and developed to meet the stated objective of highlighting the complementarity and the multiple interdependencies between two fundamental concepts that reflect the essence of today's national security requirements: organizational functionality and military organizational performance.

Thus, we add to our knowledge of the specific implications of the correlation between organizational functionality and performance on the military organization, as we have observed that the level and quality of management, as well as the levels of motivation, organizational culture and organizational climate are in a biunivocal correspondence in different degrees with the level of functionality and performance and, at the same time, we observe that in the current security situation in the context of the war in Ukraine, we can talk about a significant correlation between all these and the performance of the military organization.

The military organization's potential to respond to changes in the global and, in particular, the European security paradigm depends, to a large extent, on the development of defence capabilities and the *strengthening of deterrence* by constantly reporting on the totality of possible risks and threats.

In this context, we can conclude that, in the case of military organizations, performance encompasses both financial aspects — such as income, expenditure, investment in weapons and combat technology, and training — and non-financial elements

valued by each organization, such as vision, mission, strategy, and sustainability. Each of these contributes significantly to the development of the military organization by addressing underperformance and promoting syntality, unity, standardization, interoperability, and enhancing the quality of the combat training process.

Performance management in the military organization, both at the organizational and individual level, has an impact on organizational performance and the effects achieved, objectified in observable and measurable results, obtained through the implementation of planning, organizational and deployment plans and documents.

Therefore, the present study has highlighted the aspects that support the need to correlate the national security strategy coordinates with the design, development and qualitative assessment of the process of ensuring the functionality of the military organization and its performance from the perspective of paradigm shift in order to continuously transform the training philosophy fundamental to ensure the effectiveness and timeliness of the actions carried out in operations by the units and large units of the Romanian Army.

In conclusion, the response to the security challenges, taking into account the redefinition of security, by realizing the security and defence construct as an organic and inseparable mechanism, is, as a priority, a military response, alongside the political, economic, diplomatic, and a military response, aimed at the canon of functionality and performance, as an objective and strategy specific to the requirements of a high-performance management of the military organization of a country that is a member of the North Atlantic Organization and the European Union.

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