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HUMAN RESOURCE - RESOURCE, CAPITAL AND VECTOR OF PROGRESS OF POST-MODERN ORGANISATIONS

Alexandru-Marius RIZESCU, George BUCĂȚA

"Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania
mariusrizescu@yahoo.com, george.bucata@yahoo.ro

Abstract: *In writing this article, we have attempted to focus on the study of the resources of postmodern organizations, particularly as they relate to human resource management and knowledge-based management. In post-modern organizations, human resources are considered not only a resource but also a capital and vector of progress. This means that human resources are not just a means to an end, but rather they are an asset that can be invested in and developed to enhance the organization's success and growth. The article addresses the unique challenges and opportunities of postmodern organizations characterized by rapidly changing technologies, increasing globalization, and changing social and cultural norms. One of the key points discussed in the article is the need for postmodern organizations to develop and implement effective human resource management strategies. This includes focusing on attracting and retaining top talent, providing opportunities for training and continuous development, and fostering a culture of innovation and creativity. The article also highlights the importance of knowledge-based management, which involves using technology and data to make strategic decisions and improve organizational performance. The article highlights the Army's efforts to modernize its human resource management, including initiatives to recruit and retain the best talent, provide opportunities for training and continuous development, and foster a culture of innovation and creativity.*

Keywords: human resources, organizational resources, military Organization, for-profit (private) organizations.

1. Introduction

Resources of post-modern organizations

The post-modern world is a diversity of interdependent organizations that are born, evolve or perish. Among the resources on which all organizations rely, human resources hold a vital place. Without human resources organizations cannot manifest themselves and fulfill their functions regardless of their goals. Human resources as a capital refer to the investment that organizations make in their employees to develop their skills, knowledge, and abilities. This investment can take the form of training and development programs, mentorship, career growth opportunities, and other initiatives that help employees reach their full potential. By investing in their employees, organizations can increase their productivity, efficiency, and effectiveness, which ultimately leads to better business outcomes.

Human resources as a vector of progress refer to the role that employees play in driving organizational change and innovation. Postmodern organizations recognize that innovation is a critical factor in remaining competitive and relevant in today's rapidly changing business environment. By fostering a culture of

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creativity and encouraging employees to contribute their ideas and perspectives, companies can harness the power of their employees to drive progress and achieve their strategic goals.

"*The first decades of the 21st century mark the rise of the consideration of the human dimension of the organization in general and management in particular. The knowledge revolution, which is leading to the transition from an industrial society to a knowledge-based economy, implies a fundamental reconsideration of the human factor as a resource, a capital, a vector and a component of development"* [1].

Resources of a human, financial, material or informational nature represent the types of resources used in any organization, categories that together form a system, and between them there are mutually conditioning links, which make it possible to carry out activities according to the characteristics of organizations and achieve the goals (aims, objectives) set. These resources, presented above, form a system in which each resource, representing certain characteristics, specificities and independent variables of their functions, is interlinked with the others, all supporting the inputs in a dependent relationship for the existence and effectiveness of organizations. To provide a general understanding, let's consider the four basic HRM functions (recruitment and selection, training and development, compensation and benefits, and performance management) as the resources in this system. In this case, the dependent variable would typically be the effectiveness of organizations, while the independent variables would be the characteristics, specificities, and inputs associated with each HRM function.

Organizational resources should not be analyzed, treated inflexibly, statically, but in their becoming, transformation and development. At the beginning of this new millennium and century, the predominance of human resources over other types of resources is becoming increasingly apparent. Human resources are showing their superiority as the knowledge-based society takes hold and have major implications for the evolution of global society.

Important economic, social, political, scientific, educational, technical, cultural, military, etc. changes and transformations have also brought about changes in human resources. Thus, human resources have been continually described as both being in a position to bring about radical change in organizations and as being able to provide new models for the successful operation of knowledge-based organizations.

In modern and post-modern human resource management, human resources are also seen as capital. It is to the credit of economics scholars who created and put into circulation the special concept of human capital which was to give labor resources not only the attribute of a source of costs, but primarily that of a human investment, an economic resource.

On the basis of this concept of human capital, which values the workforce and its training as a strategic resource, the state was given the task of training and education, of improving the education and training system for the obvious benefit of both the individual and economic and social activity.

On the other hand, in relation to the same strategic importance of human resources, organizations and their management have been given the task of emphasizing the integration of human resources, using all methods and techniques to harmonize the interests of employees with the objectives of organizations in order to harness their creative energy, motivating staff in all aspects so that they feel fully that they belong to organizations, and minimizing tensions and conflicts. This spectacular development in human capital and human resource management will lead to intensified change in all areas of society, through the opening up of the knowledge

society. In his research, H. Mintzberg, seeking to highlight the importance of organizations in post-modern society, states that "*we live in a world of organizations*". Organizations are social creations whose members carry out activities in pursuit of clearly formulated common goals. Gary Johns emphasizes this truth by pointing out: "*The essential characteristic of an organization is the co-ordinated presence of people and not necessarily of things*" [2]. Thus, organizations include people, and their functionality is conditioned by people's efforts. This is why so many people want to think of the organization as their own, and its successes as personal successes, while the organization's failures are interpreted as their own defeats.

The fundamental objective of human resource management is to provide managers with the human resources needed to achieve the organization's strategic goals with the stated intention of increasing competitiveness. To achieve this objective, the most important classes of tasks that are related to human resource management activities coincide with the following specific areas:

- ensuring the staffing needs;
- training/motivating, increasing quality (development) and making good use of staff;
- maintaining good quality staff;
- evaluation of staff.

In line with the above statement, Figure 1 depicts 4 basic HRM functions, while illustrating the existence of a wider range of 20 HRM functions. In general, HRM (human resource management) involves various functions that are essential for the effective management of an organisation's human capital.

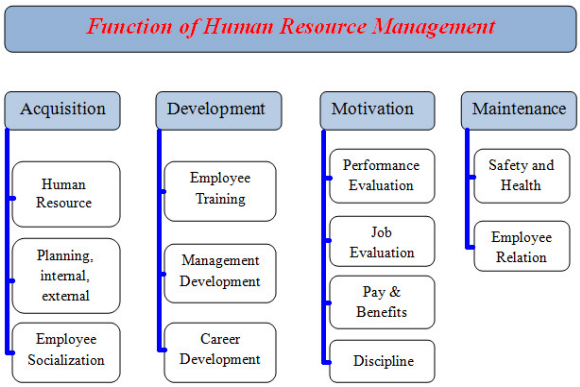


Figure 1: Function of human resources management
Source:https://bankofinfo.com/functions-of-human-resource-management

Human capital is the first of an organization's strategic resources, embodying one of the most significant long-term capital investments of an organization, the effects of which become increasingly visible over time. The continuous training of employees is the real source and key to the progress of every organization. Naisbitt John [5] points out: "*In the new information society, human capital has replaced financial capital as a strategic resource*".

2. Specific human resource changes in post-modern organizations

The explosion of information and *cyber technology* in all human activities, with the revolutionary changes it has brought, has created a *dangerous illusion*, a certain *ignorance of the importance of the human factor*. At the end of the fantastic multiplication of these technologies, *man appears only in the guise of a builder of technology and a user of it*. In this context, technological progress seems to be judged by the fact that man invests all his power and rationality in the tool he creates. Once created, the technological tool becomes the sole promoter, at infinitely multiplied levels, of human power and rationality. This is not true because man (the human resource) still takes precedence and technology is only the means of achieving goods of any kind.

Such a picture is completely wrong, even dangerous, in its partiality. All the tools that man makes have the capacity to expand and promote human rationality and power. But they are part of a much more complete human activity at the level of society, communities and organizations.

Technology, in whatever form it manifests itself, does not bring a global and total rationality, but only a local and limited one. It creates islands of rational power in a much larger system, animated by a logic outside that of the instrument. If man is not there to impose rationality on the whole, the rationality and power of technology risks creating an irrational system.

Specific changes in human resources in postmodern organizations can be seen in various aspects of human resource management and development. Here are some key areas where organizations are trying to make some specific changes, and even succeeding in doing so:

Talent acquisition and recruitment: postmodern organizations place greater emphasis on attracting diverse and highly skilled talent. They are adopting innovative recruitment strategies, such as using social media, online platforms, and professional networks to reach more candidates. They are also focusing on competency-based hiring, which assesses candidates' skills, abilities and potential, rather than relying solely on traditional qualifications.

Flexible work arrangements: Postmodern companies recognize the need for flexible work arrangements to adapt to the changing needs and preferences of employees. They are introducing remote work options, flexible scheduling, and alternative work arrangements to provide employees with a better work-life balance. These changes help increase employee satisfaction, productivity and retention.

Continuous learning and development: postmodern organizations place a high value on continuous learning and development to keep pace with the rapidly evolving business landscape. They invest in employee training programs, mentoring initiatives, and knowledge-sharing platforms to foster a culture of lifelong learning. This enables employees to acquire new skills, adapt to new trends, and contribute to the company's growth and innovation.

Performance management and feedback: traditional performance management systems are being reimagined in postmodern organizations. They are moving away from annual or semi-annual performance appraisals to more frequent and continuous feedback sessions. Continuous feedback and coaching help employees align their goals with the organization’s goals, track progress, and make necessary adjustments in a timely manner.

Employee ownership and autonomy: Postmodern organizations emphasize employee ownership and autonomy. They create a collaborative and inclusive work environment where employees are encouraged to express their ideas, contribute to decision-making processes, and take responsibility for their work. This approach fosters creativity, innovation and a sense of ownership, leading to higher levels of engagement and job satisfaction.

Focus on well-being and mental health: postmodern organizations are aware of the importance of employee well-being and focus on initiatives to promote physical and mental health. They offer wellness programs, mental health support, and work-life balance policies to promote overall employee well-being. These organizations know that a healthy workforce leads to higher productivity, lower absenteeism and better employee retention.

Diversity, Equity and Inclusion (DEI): Postmodern organizations strive to create diverse, equitable, and inclusive workplaces. They employ strategies to attract and retain talent from diverse backgrounds, promote equal opportunity, and create an inclusive culture where everyone feels valued and respected. DEI

Initiatives help drive innovation, foster creativity, and improve organizational performance.

Agile organizational structures: postmodern organizations rely on agile and flexible organizational structures [4]. They use cross-functional teams, matrix reporting relationships, and project-based working arrangements to facilitate collaboration, innovation, and rapid decision making. These structures enable companies to respond quickly to market changes and optimize resource deployment.

These are just a few examples of specific HR changes in postmodern organizations. Each organization may have its own unique approaches depending on its sector, size, and culture. The key is to align HR practices with the strategic goals of the organization and adapt to the evolving needs of the workforce and business environment.

We are living in a period known as the "*era of human capital*" which, unlike the previous periods of "*technical capital*" and "*financial capital*", is individualized by the creation of organizational capital from the knowledge, skills, abilities and competence of its employees. Information, knowledge and creativity are thus targeted in the strategic resources of the organization alongside human capital. However, these are unimaginable without assertive and supportive communication, which in this way is a way of increasing the organization's performance.

Thus, a new management style emerges as a result of applying the requirements of knowledge management, using the concept of intellectual capital, which reveals and clearly delineates that the goods, the intangible assets - knowledge can be transformed into the essential, decisive advantage - *on which bureaucratic (including military) and profit-making (private)* organizations depend so much today.

Human resources are an organization's first and most important strategic resource and one of its most significant investments, the effects of which become increasingly evident over time. They are unmistakable in their ability to augment and develop to face today's realities and future transformations.

In conclusion, the essential problem, in conditions of increasingly rapid general evolution, is to ensure the necessary flexibility and adaptability, so that change, in line with the demands of competition and competitiveness in the market, can be achieved continuously, by carrying out a proactive strategic management and a proactive type of change in human resources.

Human resource management should be built on a foundation of core values, such as treating employees with respect, maintaining integrity, promoting mutual respect, ensuring procedural fairness, ensuring transparency, promoting honest communication, fair treatment and competition, accepting responsibility to the organization, respecting the law, and recognizing the unique personalities of individual team members. These values should be incorporated into every aspect of human resource management, from hiring and training to performance reviews and employee retention. By bringing these values to the forefront, companies can create a positive and productive workplace culture that empowers employees and promotes long-term success.

The rate at which individuals change their mentality, habits, and behaviors has a significant impact on human resources. In such cases, effective management practices are needed to overcome people's natural resistance to change and to foster a culture of openness and adaptability to different circumstances.

From the perspective of human resource management, the issue of groups to which people are attached and the whole range of interpersonal, communication and socio-emotional relationships constitute the reference framework and the micro-environment for shaping and expressing the

personality of employees and enhancing their creative potential.

Manager-employee relations must always be based on respect for human dignity. Thomas Murphy, former chairman of General Motors, said, "*We should try to treat people the way we want and like to be treated ourselves, as it will be good for the individual and good for the organization.*"

As dignified human beings, people have a right to be treated decently, and their personal needs cannot be met without promoting proper human resource management.

J.K. Galbraith heralds the "*revenge of human resources on other resources*". This is what is happening today, when human resource management has become differentiated, specialized and autonomous, with its own clearly defined place within management, borrowing concepts and methods from it but also innovating, proposing its own language of expression, its own concepts and new methods of investigation, thus setting its own limits so that the realities of the organization can be dealt with in accordance with the aims pursued.

In the future, success will belong to the knowledge-based organization, which through learning is concerned with the continuous development of its intellectual capital, the development of its knowledge base.

Own, specific knowledge must be identified, assimilated and stored in usable forms within the organization.

The significance is that all the constituent parts of intellectual capital must be integrated to form a knowledge base that meets the real requirements of *bureaucratic and for-profit (private) organizations*.

In post-modern organizations human resource management is a strategic and coherent approach to the way in which the organization's most important resource - people - is managed.

3. Changes in human resources in the knowledge- based organization

General characterization

The expected changes in human resources in the future, from a predominantly material resource-based society to a resource-intelligent society that is emerging today, are leading to the widespread integration of knowledge-based management.

Organizations are increasingly focusing on their intellectual assets rather than the tangible assets they manage. Knowledge-based management solutions are becoming key to building and sustaining intellectual capital and leveraging it to create economic value. With knowledge-based management solutions, individuals, teams and communities can significantly improve their performance in creating, capturing, sharing and using knowledge.

In any organization, the activities carried out by the human resources department take on other meanings, such as: overseeing compliance with standards, training centers, and the area of responsibility of specialists.

The knowledge society has several defining features that distinguish it qualitatively from previous models of society [4]:

- the increasing share of people with higher education;
- the increase in the general level of education of the population;
- the emergence of a very large volume of scientific publications in various fields of interest;
- the exponential multiplication of sources of information dissemination;
- virtually unrestricted access for the entire population to the media, which is the most important vehicle for disseminating information;
- the emergence, development and proliferation of consultancy organizations offering intellectual, professional-research-development, technical, managerial, legal, etc. services;
- the spread of the concept and practice of lifelong learning.

The interdependent relationship between human resource management and knowledge-based management

The topics of economics, organization, and knowledge-based management underscore the fact that human resources have become increasingly important and complex compared to previous economic systems. As a result, the importance of human resources management is growing, and its content is changing significantly.

It can be demonstrated that knowledge, which is the most valuable resource of companies, is owned by employees and that every action they take has a direct impact on knowledge-based management [5]. Consequently, human capital and economic resources are integral parts of the same field of progress, their levels being interconnected. The very nature and means of achieving competitive advantage are changing. "*The new competitive advantage and the new barrier for 21st century organizations is human resource knowledge*" [6].

Competitive organizations find that people are becoming increasingly interested in activities that challenge and reward their creativity and inventiveness. The performance of an organization is determined mainly by the way in which human capital is harnessed, the quality of managers and the professionalism of all employees, including executive staff.

Table 1

How Human Resources Influence Knowledge-Based Management [7]

No. crt.	Human resources practices	Impacts of human resources management	Outcomes (effects) in knowledge management
1.	Strong management involvement in the running of the organization.	Involvement of the organization's employees.	Positive responses to knowledge-based management initiatives.
2.	Adapt HR management to the specific needs of knowledge-based employees.	Strong motivation and retention of knowledge-based employees.	Increasing the performance of knowledge-based employees.
3.	Internal and external harmonization of HR practices.	Connecting knowledge-based management and human resource management to business strategy.	Coding and customization of company strategy.
4.	Linking human resource management practices to social and human capital development.	Developing employee skills and intellectual capital.	Giving the company long-term strategic flexibility and innovation.
5.	Developing and supporting learning processes in the organization.	Create and maintain learning practices that are widely used in the firm.	Improved 'sharing' of learning processes and tactical knowledge across the organization.

In classical organizations, the organizational mode was based on the assumption that managers had much more knowledge than their subordinates, and this entitled them to make decisions, to order, without any consultation or information of employees.

In a knowledge-based organization, it is no longer the case that managers have significantly more knowledge than their employees. Instead, the focus is on the ability of leaders and managers to encourage their employees to expand their knowledge and use it effectively. Human resource management is also forward-looking and concerned with the organization's goals and helping to achieve them in the future by „*delivering*" competent, well-motivated employees.

4. Human resources of the Romanian Army - the key to performance in the military organization

Human resources, according to research in the field of human resources management, are the foundation of performance and achievements in the military organization.

In order to maintain or develop the level of performance, it is useful for managers in the military organization, regardless of the level, to constantly pursue a number of elements: permanent adaptation to contemporary changes and implementation of performance management strategies.

Performance management aims to increase the efficiency and effectiveness of the military organization by: teamwork, continuous training; knowledge of how certain personal skills and capabilities can be combined to achieve the expected results; increased motivation, adaptive and proactive behavior; application of a selection and professional development system that achieves a structured, effective system of diagnosis of potential and career progress, with conscious effects over a long period of time; psychological analysis of the variables that can influence performance - motivation, personality, interpersonal relationships; organizational design to be carried out in a scientifically controlled manner and to influence the performance of the organization's staff; linking individual performance to organizational performance; the success of the military organization is also linked to cultural patterns (participation, involvement, classification of goals etc.) [8].

We believe that development and self-development make the human factor the foundation (basis) for achieving all objectives and performance in the military organization.

The British Institute of Management reports have stressed the importance of education and development of managerial skills; at the same time a number of recommendations have been launched, which can be successfully applied in the military environment, namely [9]: obtaining a diploma certifying higher education; applying reasonable methods of evaluating staff performance; establishing a flexible career development plan; applying methods of motivating staff; improving communication within the organization; recruiting and retaining staff who meet the organization's requirements; making managerial development a continuous process; cooperation between the staff of the military organization with other organizations in the social environment and with state institutions.

Effective management of human resources in the military organization is crucially important. This is especially true given the constant changes in Romanian society, as well as the significant transformations taking place within the Romanian Army. It is essential for those responsible for human resources to continuously adapt and align their strategies to the changing military environment, which is a challenging and ongoing task. Moreover, the impact of the revolution in military affairs and the ongoing reform of the military body must also be considered when developing and implementing programs for recruitment, selection, training, development, and deployment of military and civilian personnel.

"*The human resources system in the Romanian Army, in terms of operationalization of the concept, is characterized by a coherent set of dimensions. These include the dimensions: quantitative; normative; structural and psychosocial. All these dimensions must be seen as a whole whose components are interdependent and interactive, dynamic processes that highlight the quality of the human resources system. It is therefore possible that, at one time or another in the existence of this system, some dimensions may acquire greater importance than others*" [10].

The Romanian Armed Forces are part of a security and defense system in which, in addition to fulfilling the traditional role of waging war and territorial defense, we must be prepared for a diversified range of missions in support of peace or crisis response and participation in Article 5 missions of the Washington Treaty.

Becoming a member of European and Euro-Atlantic structures affirms Romania's adherence to values grounded in democracy, individual liberties, and the rule of law. As a NATO member, Romania's security spending is lower compared to being outside the alliance.

To determine the optimal amount of resources required for security and defense purposes, the first step was to identify and analyze the critical factors that defined the new organizational architecture and the number of forces. This informed the reshaping of security and defense resources. Through structural organization, large units and units must become "*agile, maneuverable, easy to lead, able to act in unison...*", in peacetime, the military organization assesses the character/physiognomy of the future conflict and adapts its own structures to their requirements, in order not to become antagonistic.

The construction of the new force structure of the Romanian Army started from the "*analysis of the conceptual relationship between purpose and means in the framework of intentional action*" and from the need to create a security army in peace, which in war would become a defense army, and which would respond to national needs and the requirements of the North Atlantic Alliance.

The concept of a security army implies the creation of a force structure on „*stages*" or levels of training, depending on the combat/operational capacity and the possibilities of deployment and use of the army in peace, crisis situations and war, in order to maintain the framework of normality, affirmation and development of the Romanian people and, in cooperation with other state institutions, to guarantee and promote national interests in the field of international relations.

The transformation of the Romanian Army has been and will continue to be an extremely complex activity, often determined by critical decisions and choices involving significant investments of resources and energy. The strategy of successful transformation must ensure continuous experimentation at all levels in the potential approach to new ways of waging war, essential changes in the content of operational concepts, force structure, planning, programming, budgeting and evaluation system.

Of course, one can speak of several types of implications of the impact of Romania's integration into NATO on defense human resources management. To begin with, I will focus on those of a quantitative and qualitative nature.

1). The quantitative implications refer to the size of the army, the scale of military structures and their deployment on national territory. On 01.08.2004*, the number of personnel of the Ministry of National Defense was 113,506 (90,678 military personnel, of which: 17,121 officers, 24,556 military majors and non-commissioned officers, 22,748 military personnel employed on a contract basis, 26,253 military personnel on term and short-term contracts, 22,828 civilian employees) [11].

2). The qualitative implications relate to the management system for professional staff in the Romanian Army.

The basic idea of reforming the Army's professional personnel management system is to take into account the current state of the system and to use the theory of personnel management and the experience of modern armies in this field. Thus, the objectives of the human resources management reform are [12]:

1. Modernization of the defense human resources management system in line with the theory and practices of modern NATO member states' militaries;
2. Restructuring of professionalized human resources by categories of personnel and military ranks, in accordance with the rules imposed by the structure of the military institution;
3. Social protection of personnel to be made redundant.

The concept of human resources management in the Romanian [13] Army, adopted as early as 1997, has been translated into projects approved and adopted by the leadership of the Ministry of National Defense. According to this concept, the projects for the

modernization of human resources management approach the reform of the human resources management system as a whole: personnel, posts and motivation for a military career [14].

1. Project "Structuring functions according to the pyramid model".
2. Project "Promotion of the military profession, recruitment and selection of candidates".
3. Project "Military career".
4. Project „Computerization of the integrated human resources management system in the Romanian Army".
5. Project „Recruitment, selection, training and career development policies for civilian employees in the Romanian Army".

The reform and transformation process of the military, as a complex and multidimensional, continuous and dynamic process has had a direct, constant and strong influence on the restructuring of human resources in the military institution. Among the reasons for this action are: the reform also had a human dimension, reflecting both quantitative and qualitative aspects of human resources in the army; the reform creates a flexible and appropriate regulatory framework for recruitment, selection, training and professional development of military personnel in the army, as well as for the involvement of the individual in his or her own career development; the reform favors the implementation of concrete, medium- and long-term measures facilitating the harmonization of the requirements of the rules and principles governing human resources management in the armies of NATO member states.

Modernization of the military career management system was necessary for Army reform. As a result, comprehensive programs were put in place to address all aspects of defense personnel management, including defining mission areas, recruiting and selecting personnel, providing training and career development opportunities, evaluating and motivating military professionals, and offering retraining opportunities for those who leave the system.

In order to facilitate the recruitment and selection of professional military personnel, a system compatible with that of the NATO armies has been set up, consisting of 41 information-recruitment offices - one in each county and in Bucharest - and three regional selection and orientation centers which, since 1999, have provided candidates with suitable potential for military educational institutions. At the same time, since 2001, a new military career management system has been put in place, following the amendment of the Law on the Status of Military Personnel and the adoption, by Government Decision, of the *Military Career Guide*. This system, compatible with those of NATO member states' armies, adapted to the current and future needs of the Romanian Army, ensures transparency, equal opportunities and fairness in the promotion of officers, military majors and non-commissioned officers through the military hierarchy, by means of two essential instruments: the military career guide and the selection committees.

For Romania, the professionalization of the military organization was "*a pressing objective necessity*" due to objective reasons, such as: meeting the requirements of international treaties and conventions to which our country was a party, reform, the criteria for admission to the North Atlantic Alliance, the characteristics and trends of the contemporary security environment, the democratization of Romanian society, efficiency and effectiveness in military action [15].

The process of professionalization encompassed various dimensions, including quantitative, qualitative, normative, structural, and psychosocial aspects. It aimed to address several key aspects, such as: a stronger military organization, operating more efficiently and becoming effective in the use of resources; a more

unified military organization, less vulnerable to external threats; the application of new military technologies within this organization; the elimination of the organization's internal vulnerabilities.
Professionalization in the military organization has not meant giving up managers.
On the basis of the general features of their responsibilities, managers in military organizations can be classified as follows: senior managers (commanders of large units, unit commanders); middle managers (lieutenants, staff managers, microstructure managers); first-line managers (company commanders, platoon commanders, group commanders).
To perform their duties, all managers need specialist (professional) skills, psychosocial skills and psycho-pedagogical skills. These three categories of skills are of different importance from one hierarchical level to another, depending on the specific nature of the responsibilities [16].
Success for managers in the military organization is largely due to the creation of a professional network with which to manage the military organization as a whole or in part, depending on the responsibilities.

5. Conclusions

In summary, human resources are a critical resource, asset, and engine of progress for postmodern organizations. By investing in their people and fostering a culture of innovation, companies can leverage the unique skills and perspectives of their employees to achieve their goals and remain competitive in today's fast-paced business environment.
Human resources are not just a means of production, but a strategic asset for postmodern organizations. By recognizing and investing in the potential of their employees, organizations can create a sustainable competitive advantage, drive innovation and adapt to changing market dynamics, ultimately contributing to their long-term success.
Based on our presentation, we can deduce that the human factor, and thus human resource management, plays a crucial role in the design and development of knowledge-based management and in the formation of knowledge-based organizations and economies.
We believe that we are currently in an era called the "human capital era", which is different from previous periods characterized by "technical capital" and "financial capital". In this era, an organization's capital consists of the knowledge, skills and experience of its employees. As a result, the organization's strategic resources are focused on information, knowledge, and creativity. Effective and efficient communication is an essential factor in achieving this, as it plays a crucial role in increasing the organization's competitiveness.
In the context of the knowledge-based economy, it is worth noting the expansion of flexible employment of employees and the adoption of flexible forms of pay. There is a trend away from fixed to flexible wages, according to some experts.
The new type of human resource management, which is emerging in knowledge-based organizations, has a number of characteristics that distinguish it from traditional human resource management:
- focusing on approaching human resources from the perspective of making knowledge management more efficient and effective;
- inclusion in its scope not only of employees but also of the organization's other key stakeholders;
- to effectively address the heterogeneity of human resources within an organization, HRM professionals must adopt an approach that includes strong differentiation in their decisions, actions, and behaviors. This means taking into account the unique characteristics, motivations, and expectations of each employee to ensure that their needs are adequately met;

- to be carried out in a participative manner, in the sense of direct and intensive involvement of knowledge-based specialists in the development of their HR activities, starting with the design of their careers;
- to be intensely creative in all human resource management processes, in order to be able to devise appropriate solutions to the many new elements involved in the effective and efficient use of human resources;
- designing and carrying out human resources activities in a flexible way, constantly modifying their functions and content in line with endogenous and exogenous developments in the organization;
- retaining knowledge-based specialists, their elite, in organizations is becoming an important requirement of knowledge-based management, on which the functionality and performance of the organization largely depends;
- making all actions in the field of human resources dependent on achieving competitive economic performance and ensuring the sustainability of organizations.

These defining features are reflected in all the processes that make up the content of human resource management, some of which have undergone dramatic changes.

In conclusion, the increasingly complex human resource is playing an increasingly important role in bureaucratic and for-profit (private) organizations, and obtaining, retaining, using and exploiting it requires a new approach, special efforts and even a great deal of creativity.

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