

MOTIVATION AND LEADERSHIP- SPECIFIC AREAS OF THE MILITARY ORGANIZATION IN THE SPIRIT OF ORGANIZATIONAL CULTURE

Mihai VIȚALARIU, Ovidiu MOȘOIU

”Henri Coandă” Air Force Academy, Brașov, Romania

DOI: 10.19062/2247-3173.2016.18.1.13

Abstract: *The military organization-integral part of society, includes a complex ensemble of material and spiritual virtues, rules of conduct and cultural models, attitudes and skills created and adopted by its members over time. The exposing to the military environment requirements has different effects according to the person’s socialization level, to the cognitively and rational abilities and also, to the adherence at the norms and virtues system.*

Changing society generally involve socio-professional military values that change towards the effective functioning of the military organization. The reconfiguration of the military organization’s values system in agreement with the civilian society ones overlaps with the maintaining of specific professional values, to the professional soldiers. In peacetime and in war, defending and respecting the values submitted by military culture represents the best sign of the professional performance of professional military.

Keywords: *culture, organizational culture, military organizational culture, military organization, motivation, leader, military leader, spiritual leader, leadership.*

1. INTRODUCTION

In the most accepted sense, culture includes all acquisitions that the company has made over time in science, art, education, humanity in general. Also culture is a vector of human development and evolution of individual training as a member of society, creation and strengthening of his personality.

Often used in all the social life domains, the culture term played its role in the organizational psychosociology by being a form of organizational culture. As a recognition and stability element of a specific organization, it defines an ensemble of spiritual and material virtues, rules of conduct and cultural models, skills and attitudes specific to an organization formed, adapted and internalized by all its members over time.

As an organization with tradition which followed the society over time, the military constitution has also an organizational culture which distinguish it between the others governmental organizations.

2. THE MILITARY ORGANIZATIONAL CULTURE REPORTED TO THE NATIONAL ORGANIZATIONAL CULTURE

Generating, maintaining, recording and transmission of values that define the future of the military, is a very important aspect of the organizational culture of the military organization. Those values *"can be found in terms of discipline, authority, loyalty and respect, hierarchy, collaboration and cooperation, sense of duty, the subordination of*

individual interests to those of the group responsibility, mind body and spirit of sacrifice"
[1]

The military professional culture is the one that adds to the qualities and abilities of the modern professional soldier, by time, all these values which are indispensable qualities and that he can assume by only intense intellectual effort, through experience, special training and high specialization. Knowing those allows all who want to choose the military career *"to argue their actions according to understanding their role in the organization, of the need of assuming the norms and values, and the requirements imposed by the member position in the organization or military leader, too"*. [2]

Acquiring the values promoted by the organizational culture is essential to the developing and evolution of the professional military. The soldier's motivation to choose the military career and achieving performance over it represents one of the aspects which is decisively influenced by the cultural values of the organization.

Practising the military profession is realized only by the ones who acquire the required abilities and are able to pass the specialization and competence criteria requested by the military constitution. Choosing this profession is a vocation problem, being wanted and assumed by the person in his deepest thoughts.

The most efficient motivational factors are the inherited ones, which come from the inner experiences of the person, from self-assessment about his work and from his beliefs about the signification and importance of his work. Service performed in the public interest, the specific of the military organization which imposes significant restrictions to its members, requires from the soldiers a directed orientation to the inner motivator factors trying to counterbalance the low level of the extrinsically ones.

In these circumstances we consider that the reasoning professional military status is achieved by the ascension of his hierarchical, camaraderie and spirit of the body, respect for truth, loyalty and honour, morals and ethics.

The internalization of the military values for the soldier is basic in his motivation process for the professional performance. Reporting to the person's military environment represents an active and complex process in which the values and military norms intercombine, on one side, and the individual attitudes, on the other side. This exposure to the military environment requests can have different effects according to his rational and cognitively abilities, to its socialization level and to adherence to the virtues and norms system.

Bulding a military carachter, a skill-based fighter, a leader, a specialist, educator and citizen occurs by following training programs in military educational institutions and through socialization performed by exposure to organizational culture. Similarly produce intrinsic motivation and necessary purchases for professional military performance by assuming responsibly and actively to high spiritual and moral values of the individual sought to defend the professional execution of their choice, even these values. When the beliefs and values are internalized and assumed, they crystallize into the mind and became the hard material of the professional intrinsic motivation. The motivational factors operate continuously and give deep efficiency and performance , but also quality and consistence to the professional soldier actions.

The social and economic influences can have an unfavourable perception according to the purpose and sense of the military institution, perception which can determine a reduced effort from the state regarding rewarding the military work. Often this reward materialized in paying the principal extrinsic motivator of work, and it does not compensate properly the conditionings and privations of military service. This thing undermines dignity and creates dissatisfactions inside the military organization, finally acting like a negative motivator

factor on people. The issues outlined above necessarily require professional military orientation to a predominantly intrinsic motivation.

With its action on the soldier, the organizational culture contributes to the fixation in the conscience of it, of the specific virtues of the institution and to enrich the personality with these ones, transforming them in motivations to performance and work, apart from the presented by the medical insurance, equipment, wage etc., becoming extrinsically motivation factors.

Nowadays, the military organization goes through a continuous process of adaptation to the realities of modern society, by acceding to the new values that characterizes a dynamic military structure. Professional norms and values of the military requires adapting to changes as a result of the transformation of the military and society in general. In the direction of functional efficiency of the military organization in line with the overall change of the society, changes socio-professional military values. This reconfiguration of the values system specific to the military organization, in agreement with the civil society ones, overlaps with the maintenance of specific professional military values.

Whereas the military culture is a part of the national culture and express the features of the society where it belongs, the military values are not in conflict with the civilian ones. The intrinsic motivations took people in provocative situations, internalize values and justify their social and moral implication, especially when they are confirmed by reactions from the reference group.

3. THE MILITARY ORGANIZATION LEADER- LANDMARK OF THE PROFESSIONAL PERFORMANCE

Understanding and fixing the new values is a process which the military leaders are responsible for. In their role as educator and trainer, leaders must bring the professional values in front of the subordinates, define and transmit values by common education and training as part of their socialization process.

Some factors which military leaders by their own and their subordinates must develop in order to motivate themselves to reach high performances, professional and social standards are high abilities, self-consciousness, collective thinking, body spirit, the need and ability of personal development, energy and connection to the primary values.

The military must not pursue only his personal interests, he is subordinated to the group interests, to the major interests than his group's, of the military organization and society as a whole. The professional military subordinates his personal interests and needs to the national ones, of the state and country, which he serves by vocation, by deep and conscious understanding of the highest moral and moral values of humanity. The professional military's motivation consists in his vocation to protect the others, in its ability to sacrifice for the common good.

The Commander "shall encompass the virtues of justice, humanity, wisdom, courage and austerity", as Sun Tzu (The Art of War) [3].

Time trends in management approach, namely leadership, based on man and his needs on his particular importance in organizational economy, promoting new valences of the leader, starting from the most important and necessary quality, the intelligence. "*The specialists keep under attention four types of intelligence that marked guidelines in this field overtime.* [4].

First of all, we talk about physical intelligence or competence of "to do" (PQ), the physical ability to do things, to achieve the objective of bringing out various tasks or assignments. Secondly we refer to intelligence or intellectual power to think and learn (IQ).

This type of intelligence allows the preparation of associations/ dissociations, analyzes, planning, development of strategies or solving situations.

The emotional intelligence (EQ) or communication skill, is the third type of intelligence, studied a lot nowadays by different people who want to show its importance. Actually, we must say in few details that through this intelligence type, the crossing from the traditional management to leadership is made.

The fourth form of intelligence, the spiritual one (SQ), represents the newest guidance and the ability of giving (the power of giving). Steinhart father, eminent philosopher, essayist and romanian linguist, said that “*you will gain by givin*”. In this way the message is sent through spiritual intelligence. “*Through this, the feed-back is complete and mutual and represents the leader’s reply to the effort of the ones coordinated by him*”. [5] Also, it represents the form through the leader can use and transform the idea into material (action), by the most powerful arguments of leadership.

Value-based motivation is mainly attribute leaders with leadership style based on spiritual intelligence. “*The spiritual leader tries transforming the individual mental into collective mental*”. [6]

4. CONCLUSIONS

At the level of the military in leadership tasks, and through them, in execution positions, motivating the professional performance is also imposed through other motivational factors. In this case, the military leader’s role interferes, managed by superior moral, social and ethical virtues, formed in the spirit of the highest values of the military institution.

At present, the military leaders can be leaders defined by emotional and spiritual intelligence, leaders whose personality consolidates by respect for the values promoted by the particular military organizational culture directly obtained from the basic values of humanity, thing that makes possible to reach a superior level of motivation in subordinates. This type of leader is relevant to maintaining and transmitting the institutional values, known as development vectors of people, and which leads the professional military’s actions towards performance.

The professional soldier is a protector and a promoter of ethical and moral virtues of highest level. The building of this leader is based on abilities and leading to the human resources (HR) as main sample of the military organization’s action. They are able to combine the belligerent and violent appearance of the war with the sacrifice for the rest, for their defence and security.

The type of leader with high emotional, physical and spiritual intelligence is specific to technical specializations from the military environment, especially to anti-aircraft artillery and rocket military, in the Romanian army who celebrate the centenary of their specialization’s foundation, in 2016.

REFERENCES

- [1] Sava Ionel Nicu, Tibil Gheorghe, Zulean Marian, coordonatori, în „*Armata și societatea, culegere de texte de sociologie militară*”, editura Info-Team, București, 1998;
- [2] Jianu Alexandru, “*Cultura organizației militare, dimensiune definitivă a construcției prospective a liderilor militari*”, în volumul „*Psihologie Militară*”, editura UNAp, București, 2011;
- [3] Mendes Cardoso Alberto, “*Cele treisprezece momente. Analiza operei lui Sun Tzu*”, editura Economică, București, 2002;
- [4] Goleman Daniel, „*Inteligența emoțională*”, editura Curtea Veche, București, 2002;
- [5] Zohat Danah, Marshall Ian, „*Inteligența spirituală*”, editura Vellant, București, 2011;

- [6] Iacob Carmen Mihaela, „*Profilul psihologic al liderului militar, tipurile de inteligență și noul lider în organizația militară*”, Facultatea de administrație publică, SNSPA, București, 2010;
- [7] Iacob Florin Alexandru, „*Leadership și motivație în organizația militară*”, Facultatea de comunicare și relații publice, SNSPA, București, 2012;
- [8] Mihai Eduard, Moșoiu Ovidiu „*Analysis of the romanian air force squadron organizational culture*”, in Review of the Air Force Academy, Vol XII, No 2(26) Brasov, Romania, 2014;
- [9] Belu Daniela, „*The psychological and statistic instruments used to measure capacity to be motivated – the basis of leadership*”, in Review of the Air Force Academy, Vol XI, No 2(24) Brasov, Romania, 2013;
- [10] Codreanu Aura, „*Organisational communication patterns underlying the concept of organisational behavior*”, in Review of the Air Force Academy, Vol XI, No 1(16) Brasov, Romania, 2010;

AIR FORCE
AND
AEROSPACE
ENGINEERING