

Introduction

The army stands at the basis of each state's equilibrium and ensures its internal and external security. This is "exclusively subordinated to the people's will for assuring the sovereignty, independence and state unity, of country's territorial integrity and constitutional democracy" (*Romanian Constitution*, art. 118 paragraph 1). Along the years, the army has benefitted from a favourable institutional and ideological support, building its prestige along the way. During modern conditions of passing from recruitment army to a voluntary and then professional army, the emphasis stands on the previous formation of the soldier, on its knowledge, abilities, but also already formatted principles. Nevertheless, only the state philosophy can transform "soldier occupation into a certain profession, to separate it and differentiate it from all others" (Smith, 2011:350).

The Romanian army is continuously changing, and this needs a human resources management development by transforming it into a strategic and coherent environment, meant to stand external challenges and influences. We must keep in mind that the formation of some military professionals was a challenge and "represents a major effort, consisting also from personal and social problem solving, implying significant financial resources" ((Florișteanu, 2008: 66) dictated by completing this effort.

Along the reasons which form the basis of the Romanian army's professionalization stands also "successful army reform; meeting some treaties and international conventions requests by which Romania is a state member of the North Atlantic Treaty Organization (NATO); providing military and modern fighting equipment to the army; efficiency and operative military actions; demographic considerations; democratization of Romanian society; characteristics and evolution tendencies of the national, local, regional and global security environment; reform in the North Atlantic Treaty Organization's state member's army" (Sarcinschi, 2008: 9).

Also, the success of military organization, as well as the importance of preparing specialists in the field, are provided by human resources policy strategy, with emphasis on the motivational system composed of a multitude of individualized entities in a dependency relationship, "wired together in a certain way to give the ensemble a well-defined purpose" (Cristea and Agachi, 2002: 3), a close connected strategy to the funds allocated for research and for developing new army technologies and programs. In the present case, the army motivational system is composed of three entities: military personnel, rewards provided in

accordance to legal valid provisions and their motivational effect. All these, together with the army's professionalism process, "in which transfer situations from one financing program to another are found" (Florișteanu, 2008: 66) contributes to a short, medium and long-term sustainable continuity.

Although the military organisation is perceived as dogmatic, it offers proof of adaptability and "flexibility, easily and without dysfunctionalities adapting to new situations appeared due to frequent changes" (Mitrea, 2013b: 171) which it's continuously confronted with. We will analyse and present below the peculiarities of the military organization, with emphasis on the rewards, as part of the personnel's motivational system.

Scientific intercession context

The motivation and reward themes in the military organisation represent a subject to be analysed and broached in the speciality literature from many fields, including: psychology, sociology, economy and management, being an interdisciplinary and interesting theme in a global society. *The motivation constituting the basis for choosing the present PhD thesis* is participating in many tactical Romanian and American exercises. During these exercises, I was given the possibility to identify different perceptions of the Romanian militaries (officers/non-commissioned officers and professional soldiers) and of American militaries regarding their own military motivational and reward system.

By being included in NATO, the Romanian army started a series of changes, which are meant to align the Romanian military system to the partnering army standards. Participating to international missions together with these armies has led to processing some improvement ideas of the human resources management.

We have proposed to bring the following **new elements** *by performing a study regarding the motivational and reward systems in the Romanian army from the point view of both employees' categories (military personnel - officers/non-commissioned officers, sergeants and professional soldiers) and performing pilot research on the American soldiers regarding the American army's motivational and reward system.*

Original elements include: *performing a first comparative analysis of this kind regarding the Romanian and American soldiers' opinions on the motivational and reward system at the level of both entities and identifying some efficient reward ways destined to motivate soldiers.* We want this research to contribute at changing the existing stereotypes about this system, to represent a starting point for new researches in the field and to allow the creation of a true image of what happens inside the system.

The purpose of research

The purpose of the research undertaken in this thesis is **to find effective ways to reward soldiers for motivation**. It focuses on three main areas. The first part focuses on the identification, definition, description of the main aspects of motivation and reward system in the military organization. The second part focuses on the analysis of relevant issues in the motivational system of the Romanian army, respectively motivation and vision in the Romanian military career, military career prospects in Romania, Romanian military rewarding system, and international missions - a possible reward for the Romanian military. The third part focuses on creating a case study on American army or military career in the American military - past, present and future; American military and reward system - perceptions and perspectives.

Prior to this research approach, we made a foray into the literature and presented in detail all the research methods used, research ethics issues, and finally we present the current research limitations and future research directions.

In order to fulfil the purpose of our research, the following *objectives (O)* were established as follows:

1. Identify, define, describe the main aspects of motivation and reward system of military organization.
2. Description of the research methods used and the issues related to research ethics.
3. Analysis of relevant aspects of the motivational system of the Romanian army, namely: military career, reward in the military motivational system, international military missions as a possible reward.
4. Making a case study on the American army, namely military career and motivation and reward system.
5. Develop proposals regarding improving motivation of Romanian Army with emphasis on reward.

Research working assumptions - are made in several versions, as follows:

1. The reason behind the choice of a career in the military by military personnel and professional graduated soldiers is identical.
2. Thanks are most common rewards given to Romanian military.
3. The current rewards in the Romanian military motivational system fulfil the satisfaction of the military.
4. The financial rewards are best suited for motivating army personnel.

5. Priority issues for improvement in the centred motivational reward system are identical in the Romanian and American military vision.
6. Pecuniary remuneration is the main reason behind the participation in an international mission for the Romanian soldiers.
7. The reason behind the choice of a career in the military by military personnel and professional graduated soldiers is identical.
8. Frequency of granting the "photographing next to the battle flag within the military unit they belong to" is the same in the two armies.

To verify the above hypothesis, we used both quantitative research methods and qualitative.

Thesis structure

The paper consists of six themed chapters, each of this analysing one essential issue in the approach taken, the thesis being in whole the end product of our research, with related findings and proposals.

Chapter I. *The research methodology* presents the research methods chosen for analysing the chosen theme. Among the research methods we used: bibliographic documentation, participant observation, questionnaire-based survey, case study. We have also introduced elements related to the two types of sampling, with emphasis on the judgmental used in our approach, and equally, we have presented information on ethics in scientific research approach, i.e. informed consent and confidentiality and anonymity of data and how we have applied it to our research

Chapter II. *Human resource management in the military organization. Perspectives of motivation*, where we have presented concepts, terms and definitions thereof. We described the motivational theories applied in military systems: hierarchy of human needs theory (Abraham Maslow), ERG theory (ERD) (Clayton Alderfer), motivation theory (David McClelland), three- factor theory of human motivation in the workplace (David Sirota), the two factors theory (Herzberg Friderich), expectancy theory of motivation (Victor Vroom), equity theory (John Stacey Adams). In one of the subchapters we have treated the career and the particularities of human resources in Romanian military organization, with a focus on recruitment, selection and continuous training of military personnel. The last part of this chapter is dedicated to military motivation characteristics.

Chapter III. *Reward management in military organization*. In this chapter we have made an overview of the specific terms of reward and we have defined them. Later, we've approached the economic theories of wages in the military field, namely: competitiveness

theory, acceptance by the employee of a salary level, internal salary structure, salary and motivational elements. We presented the types of rewards granted within the military system and military compensation for participating to foreign missions.

Chapter IV. *Research on motivation and reward in the Romanian army*, is the basis of our scientific approach, because it includes exploratory research conducted on the Romanian military. We presented their views and have interpreted the resulting data on the motivation and vision in the Romanian military career; career prospects in the Romanian military; rewarding in the Romanian military system; international missions - a possible reward of Romanian military.

Chapter V. *Characteristics of reward and motivation in the American army. Case Study* summarizes and interprets American military views on military career in the American army. Past, present and future; American military rewards system. Perceptions and perspectives.

Chapter VI. *Comparative analysis of motivation and rewarding soldiers*. This chapter concludes by presenting our research on the Romanian and American army features and by statistical testing of hypotheses.

Conclusions are found in the last of the thesis, where we presented arguments and final findings, research limitations, personal contributions of the research and future research directions.

We intend that this research represents a starting point for future studies conducted by us or other experts in the field or from related fields and, further dissemination of scientific data resulting in the future manifestations.

Research methods and tools used

Current scientific approach focused on identifying ways to effectively reward militaries and has as its starting point the two surveys conducted on the Romanian and American military. It is based on the *triangulation method (mixed research)*, considered by the authors of research „*Economics and management research. Epistemological and methodological guidelines*” as a „complex research endeavour by which two or more types of approaches are called simultaneously” (Zait and Spalanzani, 2006:186). In the present work we used both qualitative the quantitative approach, considering the criteria of each application methods so that research results are as close as possible to the studied reality and could lead to future research directions in this area.

By combining the two approaches, the studied topic has been analysed from various angles (Grix, 2001) and treated in detail. This has contributed to reducing the limits of each research method as much as possible.

In our scientific approach, we considered the use of several complementary techniques and strategies that have led us to obtain relevant results that confirm and/or refute the hypotheses established or accomplishing the proposed research objectives, and automatically drawing conclusions and related proposals. Therefore, the techniques and research methods used were: bibliographic documentation, participant observation, questionnaire-based survey and case study.

1. Bibliographic documentation - was used to validate the research by the logic of content we've put in researching study books, research reports, journals, treatises, studies, dictionaries, scientific articles, directories, websites and national and international law that we consider as an exhaustive bibliographic documentation.

2. Participatory observation - all the criteria of participant observation were fulfilled since the author of this work has been part of the population studied; this has led to a better understanding of the phenomenon. These statements being made, we believe that for the author, as a participant observer, was very easy to make a thorough and well-reasoned observation, without being bias.

3. Questionnaire-based survey - we used an opinion survey, with mixed questions self-administered to Romanian and American military. The questions used in the questionnaire applied were with closed response (Yes/No), open and Likert scale graphics (with five response options - from very important to very least important).

Sampling - sampling method used is a non-probabilistic one, respectively a sampling based on a predefined goal. The reason for which we have chosen this type of sampling is that it is an exploratory research, with a statistically unrepresentative sample that support us in gathering information and data relating to the subject of study. Another reason for choosing this type of sampling is given by the peculiarity of the system, which did not allowed the opportunity to conduct a more extensive study using the probability sampling that can help us to extrapolate the results to the entire population. Note that the results of this study are preliminary and may be the basis for future studies on a wider population.

The studied population – the respondents are Romanian military. The sample is composed of 252 Romanian soldiers' military personnel (officers and NCOs) and professional graduated soldiers.

4. Case Study – we used a case study - pilot research on the American army, and the method used was based on a questionnaire survey. The purpose of the pilot research was to identify military career prospects and rewards motivational system in the American army. Total respondents consist of 59 respondents, of which 42 are military personnel (CM) (officers and NCOs) and 17 soldiers (S) of the American army.

Ethics in scientific research approach

In this thesis, to relieve existing ethical issues we have taken the following measures:

- *for the bibliographic documentation*, we have complied with copyright laws, presented between inverted commas paragraphs of authors, expressly referring to the source (author, year, page, website) of the public and official documents analysed.
- *for participant observation*, we have provided information which does not contain information for identifying the subjects observed.
- *for questionnaire-based survey and case study* we ensured that subjects participating in research were interviewed after obtaining their informed consent and we assured anonymity and confidentiality. A very important aspect was that selected research subjects have the necessary information about the research that was conducted.

Conclusions

The economic crisis has had an impact on the Romanian military motivational system and the current financial and non-financial rewards fail to sufficiently stimulate the personnel. The American military model is a desirable one, but should be kept in mind that it has much more experience in participating in armed conflicts (Vietnam, Yugoslavia, Iraq, Afghanistan), where it excelled, "according to all the criteria of power in the era of globalization" (Friedman, 2008: 360). Thanks to the experience gained over the years, the American military system has continuously adapted to requirements appeared in the motivational system. The large flow of existing staff, the desire to attract new voluntary recruits into the system and to maintain trained professionals volunteers for a longer period of time is the basis of these changes.

In the Romanian army, the result of all reform steps taken so far are found in the involvement of all international keeping / peace enforcement missions under UN or NATO. Romanian military reform cannot stop at this level, requiring a continuous adjustment of the

present and future requirements. Also, constant practice of "military exercises is the only or the main occupation of permanent army soldiers and their sustenance or payment supported by the state offers their main or ordinary living source " (Smith, 2011: 351).

We can say that the military organization applies motivation theories and economics salary theories in order to stimulate and improve their permanent employees, because then they are rewarded depending on expectations and come to identify their own goals with those of the institution. Each theory has its own peculiarities, which are found in various forms in the military's reasons, as follows.

In conclusion, the Romanian army takes over and adapts the best practice examples of American and European military system, such as motivation and reward system of military, starting with recruitment programs and ending with the adaptation of legislation on the statute of soldiers and sergeants professionals which extends the age of maintaining the army. All this leads automatically to identifying new rewarding ways to attract new staff in the local military field.

Personal contributions in the research

The current research approach contributes to the development and updating the management theory focused on motivation and reward staffing organization personnel, through the results obtained during explorative research among Romanian and American soldiers who supported *us in finding ways to effective reward destined for motivating militaries (research purposes)*. This can be a starting point for future research in the field, targeting different directions of interest.

In the analysis conducted, we bring as **novelty elements**: *presenting the results of a survey on motivation and reward system in the Romanian army in terms of the two categories of employees (military personnel - officers and non-commissioned officers / sergeant and graduated professional soldiers and conducting a pilot research on American soldiers on the motivational reward system in the United States Army*. The scientific approach began with the identification of Romanian and American military opinions on motivational system of the two armies, and a questionnaire was later developed which was applied to them and afterwards data were interpreted.

Contribution to the development of management theory in this study is reflected also by the **original elements** consisting in *making a first comparative analysis of this nature regarding the views of Romanian and American military related to the reward and motivation system existing in the two entities and identifying effective ways for rewarding, destined to*

motivate soldiers. In this study the mixed research is applied, making both quantitative and qualitative analysis, trying to cover a wider range of issues examined and fully grasp this phenomenon.

Personal contributions within this scientific approach are:

- presenting specific elements of human resource management within the military organization;
- presenting the characteristics of motivational theories for Romanian military system;
- making some valid inroads about military career;
- outlining the different theories of reward in the military field;
- presenting the types of rewards granted and how to apply it in the Romanian military system;
- making a study of motivation and reward system of the Romanian army;
- conducting a case study on American soldiers regarding the motivational reward system in the United States Army;
- performing a comparative analysis of Romanian and American military opinions related to reward and motivation system existing in the two entities;
- identifying ways of effective reward to motivate Romanian soldiers and presenting criteria to be met;
- developing proposals to improve rewarding of the Romanian military.

We want this research to help change existing stereotypes about this system, to represent a starting point for further research in this area and allow the creation of an image of what is happening within.

The results of this research have been materialized through *the participation to eight international conferences and one national conference within the 2011-2014 period with several works as unique author, as well as the publication of ISI Proceedings (Mitrea, 2013), in journals indexed in international data bases (Mitrea, 2011; Mitrea, 2013a; Mitrea, 2013b), and other national magazines (Mitrea, 2011; Mitrea, 2012).*

Future research directions

This exploratory research can be a starting point for future studies in this field, both for us and for interdisciplinary staff. By realizing this scientific approach we found issues that have not been initially considered and we want to deepen within the following post-doctoral research in the country or abroad. We intend to continue the initiated approach by publishing this PhD

thesis at a prestigious publishing house abroad or in the country, as well as participating in future scientific meetings in the field and by writing articles in professional journals.

Also, another future plan is to achieve an efficient reward model of the military and its transmission to competent forums. We cannot rule out the intention and desire to succeed in the future analysis to provide solutions for achieving a viable motivational system for Romanian army to reach the potential of the American army or of any other army in NATO.