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MODERN APPROACH IN PROVIDING HUMAN RESOURCES IN THE ARMY OF REPUBLIC OF MACEDONIA

Abstract

The Human Resources Management is part of the overall management. The Human Resources Management involves sequentially performing a number of steps from securing employment or human resources until their leaving of the organization or system.

The Army of Republic of Macedonia is the armed force of the Republic of Macedonia. The main function of the Army is the defense of the sovereignty and territorial integrity of the Republic.

Human resources is the most important of all resources in the Army. Accordingly modern approach to providing of human resources is crucial for the effective and efficient functioning of the Army of Republic of Macedonia.

The paper gives an overview of the methods and procedures used in the provision of HR in the arm and opinions of candidates for effectiveness and efficiency in human resources providing Army of Republic of Macedonia.

Key words: management, providing, human resources, Army of Republic of Macedonia

INTRODUCTION

The Human resources management (HRM) is a segment of the overall management. HRM involves sequential implementation of the following functions: providing, development, activation and maintenance of HR in an organization or system.

Human resources providing (HRP) as a component of HRM is a function of harmonization of quantitative and qualitative needs of work organization with competencies of candidates and potential need of future providers of certain job functions.

The modern approach to HRP involves selection and employment of competent workers of free workplaces. The modern approach to HRP in the Army of Republic of Macedonia (Army) through used techniques and tools of selection enables appropriate selection of officers and soldiers in the Army.

The paper outlines the procedure and propriety of use techniques and temporal dynamics of HRP in the uniformed Army.

GENERAL FOR THE HUMAN RESOURCES PROVIDING

The first work of HRM in the organization is to attract high quality workforce whose talents will comply with the work to be performed.

The HRP as an initial component of the HRM means professionally accomplishing the following subfunctions:

- Analysis of the work from the aspect of educational needs at the level of organization, sector and specific job, due to changed circumstances in the social and legal environment, as well as due to internal changes;
- planning HR in their quantitative and qualitative dimension; and
- staffing of each job or more complex task with competent and responsible employees. (Smilevski et al., 2007: 55-82)

Analysis of work provides information that can be used to write or update job descriptions or tasks, duties and responsibilities that make up the work. The information in an analysis of the work can also be used to make the specification of work. It presents a list of qualifications -such as education, previous experience and skills required to perform the work. (Gareth and Jennifer, 2010: 482)

The planning of human resources analyzes staffing needs and identifies actions needed to meet those needs. With some authors, planning and staffing are intertwined, so the steps in staffing are viewed as part of the broader process of planning. One of those steps is recruiting. Recruiting is a blend of activities

designed to attract qualified job applicants in an organization. The three steps in a usual recruitment process are: advertising in the workplace, a preliminary contact with potential job candidates and initial examination to create a group of qualified candidates. Recruiting can be external and internal. External recruitment requires job applicants outside the organization, while internal recruiting requires job applicants inside the organization. (Schermarhorn, 2013: 293)

In modern conditions it is very important to pass from traditional recruiting to realistic view of the work. The realistic review of their work provides the job applicants with all relevant information about the organization both positive and negative. (Wanous, 1980: 34)

The selection represents selecting individuals who will be mobilized from the group of qualified job applicants. There are a number of steps in the selection process.

Table 1. *Steps in the selection process*

Selection process	Reasons for refusal
Examination of information about the applicant	Lack of qualifications or insufficient references
Interview or site visit	The total potential is low or unsatisfactory.
Testing for the employment	Unsatisfactory test result
Checking previous employment	Physically non fit to work, or did not pass a drug test or check biography

Source: Schermarhorn J., 2013: 294.

The steps may be less or more depending on the size of the organization, the number of job vacancies, the number of applicants, etc. But it is important to use all those steps or techniques of recruiting to ensure reliability and validity.

When talking about reliability and validity it can be concluded that the interviews are characterized by low reliability and validity especially for lower positions, in terms of the tests. For these reasons, nowadays are more typical the behavioral and situational interviews in order to increase the reliability and validity of the interviews. (Schermarhorn 2013: 295)

Employment tests are often used to show the intelligence, attitudes, personality, interests, skills and even ethics. There are many types of tests available. Among the most significant are: tests for biographical data, test evaluation, test sample for working, tests physical durability etc.

In certain organizations for specific work to implement health and physical examinations, and even certain exercises for cleverness and endurance.

It is important that the organization take appropriate techniques for selection of job vacancies and to implement relevant persons

HUMAN RESOURCES PROVIDING IN THE ARMY OF THE REPUBLIC OF MACEDONIA

HRP for the effective and efficient functioning of the Army involves: analyzing the work, planning, recruiting, selection, choice and employment of people in the Army.

Analyzing the work in the Army is performed in accordance with the functions of the defense system, the responsibilities it has under the the Army within the framework defense system, the assessment of the threat about the territorial integrity and sovereignty to the Republic of Macedonia and obligations arising from participation for NATO membership.

Planning is based on systematization of the Army and free workplaces in the existing systematization. Planning and staffing of planned human resources in the Army is performed in: internal and external way. The internal way is performed through internal redeployment of staff. New employments are done in accordance with positive norm which refers to the processes of recruitment, selection and choice of reported candidates.

Recruiting begins with determining the specific needs of human resources in the Army and announcing job advertisements or announcing an internal advertisement for filling of vacant or emptied positions.

The selection is based on the applicants of job advertisements. Internally filling, the selection is performed by the available human resources.

The choice and employment in the Army is performed according the education, psycho-physical ability and work experience. In employment, ethnic and gender representation is taken into account.

The employment in the the Army is performed from the available human resources. Records of the available human resources are kept in information systems for recording human resources: Ministry of Internal Affairs, Employment Agency and the Ministry of Defence. Additional information HRP obtained from educational institutions and other entities. (Law on Military Service, Official Gazette, No.36 / 2010, III (Article 30-37) and IX (74-76)

HRP in Army is performed in accordance with the Law on Defence, Law on Military Service, Law on the Military Academy, the Rulebook on the manner of conducting the procedure for admission of candidates for officers or NCOs professional soldiers and civilian personnel in service the Army, the Rulebook

to perform the selection of persons for professional soldiers in special units of the Army and etc.

The first steps in the long process of providing human resources in the Army is performed through the Ministry of Defense and through the Military Academy "Mihajlo Apostolski" in Skopje.

Providing candidates for professional soldiers and NCOs is performed through the Ministry of Defence (MoD). Under the Law on Defense every youth citizen of the Republic of Macedonia introduced in military records in MoD under the age of 26 years can apply for voluntary military service. (Defence Law, Official Gazette no., 185/2011, Article 4 and 62.) Voluntary military service in the Army lasts 3 months and it is performed in the Training Command and doctrines in the barracks "Aleksa Demniewski Bauman" in Veles. For admission to the professional soldiers entry, the requirement is such that the candidate has completed military service in the Army.

Once the needs appear, MoD announces advertisement for admission of candidates for professional soldiers. The procedure for admission of candidates for professional soldiers is performed in 4 phases. The first phase includes administrative review of the submitted documents; the second phase includes conducting health examinations; third phase includes testing the candidates who continue with the procedure of general knowledge tests and performance of tests for physical readiness and last phase includes selective course for admission. (Rulebook 165/2014)

Providing NCOs are carried out through an internal competition within the Army under classifying and NCOs vacant positions. On the internal competition the right to apply is given to professional soldiers who meet specific conditions.

Providing officers is performed through a competition for admission of candidates for the first cycle of studies, student cadets each year as announced by the military Academy and their 4 year apprenticeship. The number of candidates who enroll and financed from the state budget is determined by the Government on the proposal of the Minister of Defence. After completing undergraduate studies in the same order they are allocated in units and establishments of the Army. (Law Military academy 83/2009, article 22-24).

Criteria and procedures in the process in provision of human resources in the army of the Republic of Macedonia in 2015

To see the appropriateness of the procedure and the methods and techniques of HRP in the Army we will consider public advertisements for admission of candidates for officers and soldiers in 2015. This year MoD announced public announcement

for 125 professional soldiers in the Army twice. Public announcements lasted 15 days. The first started on January 14, 2015 and ended on January 29, 2015, and the second started on September 13, 2015 and ended on September 28, 2015. Advertisements were published in daily newspapers Vecer and Koha. Applicants who applied had to fulfill the following general and specific conditions. General conditions are: to be citizens of the country; to be adults and to have special health and physical abilities. Special conditions: to have completed high school education; have completed voluntary army service and to be no older than 26 years on the date of application.

In the same period MoD through the departments of defense of the territory, performs an administrative review of the submitted documents. In the application Interested candidates should submit the following documents: questionnaire; personally filled out a questionnaire with a statement of moral, material and criminal liability for the given data; certificate of completed high school education; a certificate of citizenship; birth certificate; certificate that has not been imposed a security measure ban on performing profession, activity or duty; confirmation of the completed voluntary army service and medical certificate for general health from personal doctor. (Rulebook, no.01-4108 / 2014)

The competitions were reported total 1030 or 850 interested applicants who passed the first stage of administrative review. Since the process of HRP of the second competition is still in progress, we will present a time funnel steps of selection of the first competition.

For candidates who competed in the first competition health examinations were conducted in February in Military Medical Center in Skopje.

Testing of the candidates who continue with the procedure of general education tests and conducting physical readiness tests were conducted in March. General education tests were conducted at the „Ilinden“ barracks in Skopje, while tests for physical readiness (running, swimming, etc.) were realized on the sports fields in the City park in Skopje and swimming pool Boris Trajkovski in Skopje.

The next phase of the selective course lasted from April 17, 2015 to May 11, 2015 in the barracks “Ilinden” in Skopje.

Last phase of the HRP was security vetting the candidates who meet the conditions those mentioned previously. (Law on Classified Information, 4/2004)

After completion of the security vetting commission proposes to the Minister of Defence a list of candidates who meet all the required conditions. The minister has discretionary right to choose from a list 125 candidates. The Minister is obliged to respect the principle of positive discrimination.

From the list of candidates who meet the conditions for admission to professional soldiers by the Minister 125 are elected on September 2, 2015, and on September

8, 2015 Independence Day of the the Republic of Macedonia they were formally admitted into the Army. (Decision 04-4877 / 1 of February 9, 2015)

The process of providing candidates for professional soldiers lasted approximately 8 months and covers all stages of the modern way of HRP. The process is conducted Commission for conducting the procedure for admission of professional soldiers in the service of Army.

In terms of providing officers for the Army this year Military Academy announced a competition for admission of 26 candidates officers for the Army. The competition lasted three days, from 04 to 06 August 2015th. Applicants who applied were to fulfill the following general and special conditions. General conditions are: to be citizens of the country; to be not older than 21 years; having passed state, international or school graduation in high school or final exam completed high school education; completed a four year period and be psychophysically capable. Special conditions: not to be pronounced a security measure ban on performing profession, activity or duty; to meet the security criteria under the Law on classified information and successful, to pass a physical ability. (Military Academy, a competition, July 24, 2015).

The Military Academy performed an administrative review of the submitted documents. In the application, interested candidates should submit the following documents: application, application form, certificates for all 4 years of high education, a diploma for passing the final exam, a certificate of citizenship, birth certificate and certified by a competent court, that it was a security measure ban on performing profession, activity or duty in the competition were reported 124 candidates.

In the first phase was created a ranking list which valued the success of all the years of high school with a maximum 45 points, matura exam subjects (2 external and 2 internal) maximum 40 points, project task with a maximum of 5 points. Review documents the Commission did for receipt of documentation and data processing.

Psychophysical condition was determined by specialist examination and evaluation of military medical commission in the Military Medical Center in Skopje, the Rulebook on standards to assess the special health and physical ability to serve in the Army. Psychophysical condition was performed in the following disciplines: long jump from place, zgib on the shaft, abdominal lifting and running. Maximum points are 10, but with the condition to earn a minimum 5. Checking the psychophysical ability was conducted by Commission for the verification of the competence (physical ability)

The ranking of candidates is performed by Competition Commission. A condition for the selection of candidates for are 60-100 points. Admission Commission bulletin board Military Academy announced the results. The candidate who is not satisfied

with the results has the right to appeal to the Competition Commission within 24 hours. After that the Competition Commission prepare and publish a preliminary ranking list. The dissatisfied candidates after a preliminary ranking list had the right to appeal to the Dean’s administration within 24 hours. The decision of the Dean’s administration is final. After that the Academic Council of the Military Academy prepares draft list of candidates who meet the conditions for admission and submit it to the Minister of Defence. Minister of Defence makes the final decision which candidates from draft list will be admitted. The minister has discretionary right to select from the list 26 candidates. The Minister is obliged to respect the principle of positive discrimination. (Military Academy, a competition, July 24, 2015).

Analysis of research results for the human resources provision in the army of the Republic of Macedonia in 2015

From applicants for admission professional soldiers and the MoD for admission of cadets of the Military Academy at random under the principle of availability is conducted a telephone survey of 110 applicants. Among the applicants there are selected and not selected in the respective competitions. The respondents were asked three questions:

1. How do you assess the positive regulations for admission of candidates for professional soldiers in the Army or the admission of cadets of the Military Academy?
2. How do assess the process of selection of candidates for professional soldiers in the Army or the admission of cadets of the Military Academy?
3. In which step do you think are the most noticeable weaknesses?

Table 1. *Assessment feedback on the positive standard for the admission of HR in the Army*

Applicants	Very good		Good		Weak		Total	
	number	%	number	%	number	%	number	%
soldiers	27	29,7	59	64,8	5	5,5	91	82,7
cadets	14	73,6	5	26,4	0	0	19	17,3
Total	41	37,3	64	58,2	5	4,5	110	100

Respondents evaluate the positive standard for the admission of professional soldiers and cadets Military Academy dominant assessed as good. Good assessed 58.2%, very good 37.3% and weak 4.5%. Separately analyzed candidates for professional soldiers predominantly assessed as good by 64.8%, while candidates for cadets Military Academy dominant assessed as very good by 73.6%.

Table 2. *Assessment feedback on process for admission of HR in the Army*

Applicants	Very good		Good		Weak		Total	
	number	%	number	%	number	%	number	%
soldiers	23	25,3	43	47,3	25	27,4	91	82,7
cadets	12	63,1	7	26,9	0	0	19	17,3
Total	35	31,8	50	45,4	25	22,8	110	100

Respondents evaluate the process of Professional Soldiers and cadets Military Academy dominant is assessed as good. The process for good rated 45.4%, a very good 31.8% and 22.8% weak. The difference between the three assessments is more even in terms of responses to the first question. Separately analyzed candidates for professional soldiers dominant process for admission was assessed as good by 47.3%, while candidates for cadets Military Academy dominant is assessed as very good by 63.1%.

Table 3. *Responses to the perceived weaknesses in the HRP in the Army*

Applicants / Answers	Soldiers		Cadets		Total	
	number	%	number	%	number	%
providing documents	0	0	0	0	0	0
health examinations	0	0	6	31,6	6	5,4
physical examinations	16	17,6	0	0	16	14,5
tests	20	21,9	3	15,8	23	20,9
deciding	24	26,4	6	31,6	30	27,3
selective course	22	24,2	0	0	22	20,1
Other	9	9,8	4	21,1	13	11,8
Total	91	82,7	19	17,3	110	100,0

The table shows that more applicants highlight weaknesses that are typical, but the step of decision recognizing as dominant. Of the total number of respondents 27.3% were in favor of the decision, for the tests 20.9%, the selection course 20.1%, the physical examinations 14.5%, the health examinations 5.4% and other weaknesses 11.8%. Separately analyzed for the candidates for professional soldiers the decision is dominated with 26.4% and selective course with 24.2%, while in the candidates for the cadets of the Military Academy are equally as dominant weaknesses deciding and medical examinations with 31.6%.

CONCLUSION

HRP function in the Army is complex and contains all steps of modern HRM in

the area of HRP. Recruit funnel HRP professional soldiers is of two stages. The first phase begins with basic human resource development through voluntary military service in the Army for 3 months and the second phase begins with: administrative check of required documents, health examinations, psychological tests, a selective course, security vetting and discretionary right to decide. The period of recruitment funnel is 8 months.

The recruitment funnel HRP for cadets Military Academy begins with an administrative check of the required documents, the ranking of the success achieved from high school and passed the graduation exam, health examinations, psychological tests and discretionary right to decide. The period of recruitment funnel is one month.

The positive normative and the process of HRP in the Army are good. HRP in the Army will be more effective if modernized the steps of: health examinations, psychological tests and decision making by maximum use of the merit system of responsible persons in the most important feature in modern HRM.

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