

## EDITORIAL

### ORGANIZATIONAL CULTURE

The last issue of the Contemporary Military Challenges in 2019 when we celebrate the 15<sup>th</sup> anniversary of Slovenia's accession to the European Union and NATO, is dedicated to the organizational culture.

Many different books, articles, and online records are dedicated to the organizational culture. Most authors claim that organizational culture is essential to the success of large companies and the performance of their employees. After a number of theories on the factors affecting the performance of companies and large corporations, we have somehow again returned to the central factor - the person - the employee, the one who is motivated to do something more and better, who positively influences other employees so that together they can become better and more satisfied, and that they are more in tune with the goals and desires of the company which employs them for the common good.

Concerning the distinction between organizational culture and organizational climate Dr Kristijan Musek Lešnik on his website writes that many experts and gurus often confuse the two concepts or use them interchangeably. As far as organizational climate is concerned, Musek, referring to Schein, writes that organizational culture is composed of artefacts (things, language, slogans, symbols), expressed values (strategies, goals, philosophy and standards of the organization) and basic assumptions (beliefs, opinions, attitudes and feelings that are taken for granted within the organization and are shared by its members). When comparing the two, he says, the difference is also manifested in a temporal perspective: culture is oriented towards the past (traditions, myths, etc.) and builds the future through visions, whereas the climate is the perception of the present state.

From this description it can be concluded that the organizational culture and of course climate are important for every undertaking. Consequently, they also play an

important role in the modern armed forces. History is important to the identity of a nation and its military; however, organizational culture as the builder of the future is even more important.

The past decade has been very specific for the Slovenian Armed Forces, as it was entirely marked by the financial crisis which began in 2008. SAF members especially felt it in terms of their salaries, equipment, weapons and reduced numbers of personnel. The SAF was also strongly impacted by the changed security situation in the nearby and broader region, which was predominantly manifested in the form of mass migration in 2015. Since then, it has been identified primarily through the increased number of illegal migrants crossing the Croatian border where Slovenian Armed Forces members take an active part in protecting the Schengen border in collaboration with the police. As it seems, this will continue to be its task in the future as well.

Organizational culture as the builder of the future is the central theme of this thematic issue, in which we focus on the core tasks and mission of the armed forces.

In the beginning, **Maja Garb** introduces us to the traditional military identity, which is, according to her, characterized by the stability of relationships. This is visible primarily in the hierarchical structure, the established discipline, and the subordination of personal identity to the collective one. Her article titled *Who is a proper soldier? Analysis of a modern military identity* addresses the essence of the armed forces and their organizational culture.

**Nataša Troha** and **Nuša Gorenak** conducted a demanding survey research among 7,418 Slovenian secondary-school students. They were interested in whether the military profession is really so unappealing to the young people, if the interests, values and expectations of the young people today are so much different from the military profession, and whether the Slovenian Armed Forces is not competitive enough compared to other organizations. They share their findings with our readers in the article *Job characteristics through the eyes of the young generation: survey research »Youth and their motives for military profession«*.

On the sample of young people aged 18 to 30, **Nina Rosulnik** and **Janja Vuga Beršnak** tried to identify their interests in a career in the Slovenian Armed Forces within the framework of the Defence Studies Research Programme (P5-0206), funded by the Slovenian Research Agency. The results of the survey and the most important findings are detailed in their article *What motivates the young people of the 21st century to join the military*.

**Marjan Horvat** writes about military leadership in his article *Study of the military leadership concept in the Slovenian Armed Forces*. The author's starting point is the definition of leadership, which is in the Military Doctrine defined as »influencing people to achieve the objectives of an organisation«. He believes that based on

»what a military leader does in real life (TO WORK), it can be determined what he/she really is like (TO BE) and what are his/her professional knowledge and skills (TO KNOW)«.

In the article *Deformed organizational culture and undesirable phenomena of leadership in the armed forces* **Franc Kalič** focuses on toxic leadership and its impact on the organization. Toxic leadership is said to be a combination of self-directed behaviours and impulses that adversely affect subordinates, the unit and their performance. A toxic leader lacks concern for others and the atmosphere in the unit. All of this affects the organizational culture.

The latter is also related to a sound knowledge of the basics of the profession. *Modern operational art: between relict and phoenix of military science* is the contribution by **Miha Šlebir**, who thinks that operational art is still fraught with the incompleteness of theory and some fundamental concepts, such as the concept of the centre of gravity, which limits its scientific and practical applicability. He is convinced that individual authors view operational art as anachronistic, but allows for the possibility that the discipline is merely transforming itself into a more interdisciplinary social science discipline.

One of the new types of warfare is hybrid warfare. In his article *Hybrid warfare as a method of implementing the national strategy – the case of Crimea* **Blaž Tomšič** prepared an analysis of one of the most prominent cases. He considers it to be a sort of a proof that Russia's military and political strategic framework has adapted to the new global challenges of the modern world.

We wish the readers of the Contemporary Military Challenges a lot of interesting reading.