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**THE ROLE OF PUBLIC ADMINISTRATION
IN NATIONAL SECURITY GOVERNANCE.
THE IMPACT OF PERSONNEL POLICIES
ON INSTITUTIONAL CAPACITY**

(Summary of the Doctoral Thesis)

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THE ROLE OF PUBLIC ADMINISTRATION IN THE GOVERNANCE OF NATIONAL SECURITY. THE IMPACT OF PERSONNEL POLICIES ON INSTITUTIONAL CAPACITY

(Summary of the Doctoral Thesis)

1. Research purpose and objectives

Major transformations in the international security environment over the past two decades have led to a profound shift in the way states conceptualize and manage national security. While in the post–Cold War period security was predominantly analyzed through the lens of military capabilities and strategic balance, recent developments - marked by high-intensity armed conflicts, global economic crises, pandemics, technological competition, and the proliferation of hybrid threats - have highlighted the decisive role of the state's institutional capacity in managing systemic risks. In this context, public administration becomes a central actor in contemporary security, as it is responsible for managing public resources, implementing public policies, and ensuring the institutional coordination necessary for the functioning of the national security system.

Within this conceptual transformation, national security can no longer be understood exclusively as the outcome of military power or technological capabilities, but must be analyzed as the result of a complex administrative process in which budgetary decisions, human resource management, and the institutional capacity of the state are interdependent. From this perspective, public administration represents the institutional infrastructure through which economic and political resources are transformed into operational capabilities, institutional resilience, and effective public policies.

Starting from this theoretical premise, the present research aims to analyze the role of public administration in the production of national security, with particular emphasis on how personnel policies and the management of the defense budget influence the institutional capacity of the security system. The study focuses in particular on human resource management within institutions responsible for national security, examining how the quality of life of military personnel, working conditions, and the administrative mechanisms used to implement public policies can influence organizational performance and institutional stability.

In this regard, *the general purpose of the research* is to assess how public administration contributes to the production of national security through the management of budgetary resources and human resources within the security system, as well as to identify the administrative mechanisms through which these resources are transformed into institutional capacity and operational capability. The research also aims to highlight how public policies concerning the welfare of military personnel influence retention levels, professional motivation, and the institutional performance of organizations responsible for national security.

Within the conceptual framework of the thesis, national security is approached as a public good produced administratively, while public administration is analyzed as the institutional mechanism through which public resources are converted into public policy outcomes. Within this analytical framework, the defense budget is not interpreted solely as a financial instrument, but as a strategic instrument that can influence national security both directly — through investments in military capabilities — and indirectly, through its effects on the welfare of military personnel and on the organizational performance of security institutions.

Based on this theoretical approach, the research is structured around a main objective from which a series of secondary and derived objectives are formulated, aimed at ensuring coherence between the conceptual analysis, the empirical investigation, and the formulation of public policy recommendations. These objectives are presented synthetically in Annex no. 1 and are addressed progressively throughout the chapters of the doctoral thesis, from conceptual grounding to applied analysis and the formulation of public policy recommendations.

The main objective of the research (OP) is to analyze the role of public administration in the production of national security through the use of the defense budget and the management of human resources, with particular emphasis on the relationship between the welfare of military personnel, their retention, and the institutional capacity of the security system.

This objective aims to identify and explain the administrative mechanism through which public resources allocated for defense are transformed into institutional and operational outcomes. Within the logic of the research, security is interpreted as the result of an integrated administrative chain that can be synthesized as follows:

public budget → allocations for human resources → professional and social welfare → organizational motivation and resilience → personnel retention → institutional and operational capacity.

By investigating this administrative chain, the research seeks to demonstrate that the performance of the security system depends not only on the level of budgetary allocations, but also on the efficiency of the administrative mechanisms used to implement public policies.

Secondary research objectives. In order to operationalize the main objective, the research is structured around a set of secondary objectives that reflect the theoretical, institutional, and empirical dimensions of the analysis.

The first secondary objective (OS1) aims to provide the theoretical grounding for public administration as a central actor in the field of national security. Within this analysis, public administration is interpreted not only as the executive apparatus of the state, but also as the institutional infrastructure that ensures the functioning of the security system through mechanisms of planning, coordination, and implementation of public policies.

The second secondary objective (OS2) focuses on the conceptualization of national security as a public good produced administratively. From this perspective, security is analyzed through the lens of public goods theory and public policy analysis, highlighting its non-excludable and non-rival nature, as well as the role of public administration in providing this strategic good.

The third secondary objective (OS3) consists in analyzing the evolution of the defense budget as a public policy instrument. The research examines how budgetary allocations influence the institutional capacity of the security system and analyzes the relationship between economic resources, defense strategies, and the organizational performance of institutions involved in managing national security.

The fourth secondary objective (OS4) aims to assess the welfare of military personnel as a result of public policies and the manner in which administrative decisions are implemented. The analysis focuses on the socio-economic and organizational factors that influence the quality of life of military personnel, such as income levels, working conditions, the frequency of missions, the balance between professional and personal life, and perceptions of organizational fairness.

The fifth secondary objective (OS5) consists in analyzing the relationship between the welfare of military personnel and the institutional stability of the security system. The research investigates how the level of professional satisfaction and the socio-economic conditions of personnel influence the intention to leave the system and the institutional capacity of military organizations.

The sixth secondary objective (OS6) aims to formulate public policy recommendations for improving human resource management and the use of the defense budget, with the purpose of strengthening the institutional capacity of the national security system.

Derived research objectives. In order to ensure methodological coherence between the theoretical analysis and the empirical investigation, the secondary objectives are further detailed through a set of derived objectives that enable the testing of the research hypotheses and the operationalization of the analyzed variables.

A first derived objective (DO1) aims to identify the relationship between the structure of personnel expenditures and the professional welfare of military personnel. A second derived objective (DO2) focuses on analyzing the impact of the frequency and duration of missions on the financial situation and on the balance between professional and personal life. A third derived objective (DO3) aims to evaluate differences in perceptions regarding working conditions and the level of professional satisfaction among different categories of military personnel.

The research also investigates the relationship between personnel welfare and the intention to leave the system, interpreted as an early indicator of the risk of losing institutional capacity (DO4). Another derived objective (DO5) consists in identifying administrative bottlenecks that may prevent the transformation of budget allocations into concrete outcomes at the level of personnel policies.

Finally, the last derived objective (DO6) aims to correlate welfare and retention with the institutional security capacity. This objective has an interpretative and integrative character, without a distinct statistical hypothesis, being grounded in the cumulative analysis developed in Chapters VI, VII, and VIII and directly correlated with the overall objective of the research.

By achieving these objectives, the research aims to provide a systemic analysis of the relationship between public administration and national security, highlighting the role of personnel policies and administrative mechanisms in strengthening the institutional capacity of the state. At the same time, the results of the research seek to contribute to the development of the specialized literature in the fields of public administration and security studies, offering an interdisciplinary perspective on how public governance influences the production of national security.

2. Structure and content of the thesis

The doctoral thesis is organized in a logical and progressive structure designed to allow the gradual development of the scientific argument, from conceptual and methodological grounding to empirical analysis and the formulation of applicable public policy recommendations in the field of national security. The work includes an introduction, nine main chapters, final conclusions and recommendations, as well as an extensive set of annexes that complement the analysis and provide methodological and empirical support for the research results.

The structure of the work reflects the central logic of the research, according to which national security is the result of an integrated administrative chain in which political and budgetary decisions are transformed into institutional and operational outcomes through public administration. In this sense, each chapter contributes to the development of a specific dimension of this analytical chain, successively addressing the conceptual framework, institutional

mechanisms, the budgetary dimension, human resource management, and the empirical evaluation of public policies in the field of security.

The thesis begins with the Introduction, which presents the general context of the research, the relevance of the topic, and the main transformations of the international security environment that justify the proposed approach. This section analyzes recent developments in the global strategic environment, characterized by the resurgence of high-intensity conventional conflicts, increasing geopolitical competition, and the emergence of complex systemic risks such as economic, pandemic, and energy crises. The introduction explains the importance of public administration in managing these challenges and argues for the necessity of an interdisciplinary approach that integrates perspectives from public administration, security studies, and public policy analysis.

The first chapter of the thesis, entitled “*The Methodological Matrix of the Research*,” establishes the scientific foundation of the entire research endeavor. This chapter presents the research design, the investigated problem, the theoretical assumptions underlying the analysis, as well as the research questions and the formulated hypotheses. It also describes the research objectives and the way they are correlated with the general structure of the work. In addition, the chapter analyzes the methodological limitations of the research and presents the methods used for data collection and analysis, including document analysis, an opinion survey, and semi-structured interviews. The role of this chapter is to clarify the methodological architecture of the study and to provide the analytical framework necessary for interpreting the results obtained in the subsequent chapters.

The second chapter, entitled “*Public Administration and the Decision-Making Process in the Field of Security*,” develops the theoretical foundation of the research by analyzing the role of public administration in managing national security. This chapter presents the main theories and conceptual approaches in the field of public administration and analyzes the mechanisms through which public administration participates in the decision-making process in the field of security. The chapter examines the relationship between public administration and security, the impact of globalization on the security environment, and the role of public institutions in managing risks and crises. It also analyzes the contribution of public administration to the preparation of the national economy and territory for defense, emphasizing that national security is the result of a complex process of institutional coordination and public governance.

The third chapter, entitled “*Public Goods and Public Policies in the Field of Security: The Relationship between Economy and Defense Strategy in the Context of Contemporary Transformations*,” expands the conceptual framework of the research by integrating economic theories of public goods with the analysis of public policies in the field of security. The chapter

analyzes national security as a public good and examines how public policies can contribute to the provision of this strategic good. In this context, concepts such as the “free rider” problem, risk management, and the democratic legitimacy of security policies are discussed. The chapter also analyzes the relationship between economic resources and military capacity, highlighting the role of the defense budget as a strategic instrument of the state. The analysis is complemented by the examination of the impact of recent events on the security environment, such as the COVID-19 pandemic and the conflict in Ukraine.

The fourth chapter, entitled “*Administrative Reform in the Field of Security*,” analyzes the processes of institutional reform that influence the functioning of the national security system. The chapter discusses the factors that determine administrative reforms, their typology, and the stages of the reform process in the public sector. Within this analysis, the pressures exerted on public institutions by transformations in the strategic environment are highlighted, as well as the need to adapt administrative structures in order to respond effectively to new security challenges. Particular emphasis is placed on the impact of the conflict in Ukraine on institutional reforms and on the way European states are reorganizing their security systems.

The fifth chapter, entitled “*The Influence of the Budget on National Security in the Context of Economic Crises*,” examines the economic and financial dimension of national security. The chapter analyzes the role of the state budget and public expenditures in ensuring national security, as well as the evolution of the defense budget in Romania during the period 2007–2025. Within this analysis, the main trends in defense budget allocations are examined and their implications for the institutional capacity of the security system are discussed. The chapter highlights the fact that the budget represents not only a financial instrument but also a strategic instrument that can directly influence the state’s ability to respond to security threats.

The sixth chapter, entitled “*Management of National Security Personnel*,” addresses the human resource dimension of the security system. The chapter analyzes the main theories and models of human resource management applicable to security institutions and examines the role of public organizations in managing personnel responsible for national security. Within this chapter, the quality of life of military personnel is analyzed as a structural factor of security, and the contribution of the state to the welfare of personnel within defense institutions is evaluated. The chapter also includes a comparative analysis of personnel management in NATO member states and presents examples of international best practices in this field.

The seventh chapter, entitled “*Case Study – The Impact of Personnel Management on Security*,” represents the empirical core of the thesis. This chapter presents the methodology and results of the case study conducted on the personnel of the Ministry of National Defence. The empirical analysis includes three main components: the documentary analysis of the institutional

and budgetary framework, the implementation of an opinion survey among military personnel, and the conduct of semi-structured interviews with experts and practitioners in the field. The results of the research are used to test the hypotheses formulated in the methodological chapter and to evaluate the relationship between the budget, the quality of life of military personnel, and the institutional capacity of the security system.

The eighth chapter, entitled “*Public Policy Proposal for the Management of National Security*,” represents the applied component of the work. Based on the results obtained in the previous chapters, the author proposes the development of an integrated public policy model for managing national security, entitled the Integrated Public Policy for the Management of National Security (PPIGSN). The chapter presents the conceptual framework of this public policy, the strategic objectives, the implementation instruments, and the monitoring and evaluation mechanisms. The proposal aims to strengthen institutional coordination and improve the way public administration manages the resources necessary to ensure national security.

The work concludes with Chapter IX – *Conclusions and Recommendations*, in which the main results of the research are synthesized and recommendations addressed to decision-makers in public administration are formulated. This section highlights the theoretical and practical contributions of the thesis, identifies the limitations of the research, and proposes directions for future research. At the same time, public policy recommendations are formulated in order to improve human resource management and the use of the defense budget, with the aim of strengthening the institutional capacity of the national security system.

The structure of the work is complemented by an extensive set of annexes, which include the research instruments used, methodological documents, and additional analytical materials. These include the questionnaire used in the opinion survey, the interview guide, statistical data regarding the evolution of the defense budget, and public policy documents developed during the research. These annexes contribute to the methodological transparency of the study and allow the verification of the manner in which the research results were obtained and interpreted.

Overall, the structure of the thesis reflects an integrated approach to national security from the perspective of public administration, demonstrating that security cannot be analyzed exclusively as a military phenomenon, but must be understood as the result of the coherent functioning of public institutions, budgetary policies, and human resource management.

3. Research methodology

The research methodology constitutes the scientific foundation of the thesis and represents the framework through which the relationships between public administration, the

defense budget, the welfare of military personnel, and the institutional capacity of the national security system are investigated. Considering the complexity of the phenomena analyzed and the interdisciplinary nature of the topic, the research adopts an integrated methodological approach that combines qualitative and quantitative methods within a mixed-methods research design. This approach allows the simultaneous investigation of the structural, institutional, and socio-economic dimensions of national security, providing a comprehensive perspective on how public administration contributes to the production of security.

The research design is constructed on the basis of a progressive methodological logic, which begins with the theoretical analysis of fundamental concepts and continues with the empirical investigation of the relationships identified within the conceptual framework. The methodological approach is based on methodological triangulation, meaning the simultaneous use of several research methods in order to increase the validity and robustness of the obtained results.

Within this research, three main types of **research methods** are used:

1. *theoretical and conceptual analysis*, used to establish the conceptual framework of the research;
2. *quantitative empirical analysis*, conducted through an opinion survey administered to military personnel;
3. *qualitative analysis*, carried out through semi-structured interviews and document analysis.

This methodological design is specific to studies in the fields of public administration and security studies, where the investigation of institutional phenomena requires the combination of multiple analytical methods. The use of a mixed methodology allows the integration of macro-level perspectives (institutional and budgetary) with micro-level perspectives (the perceptions and experiences of military personnel), thereby facilitating the identification of the administrative mechanisms that influence the functioning of the national security system.

The research design is grounded in the pragmatic paradigm, oriented toward identifying applicable results and formulating public policy recommendations relevant to public administration. This paradigm involves the flexible use of methodological instruments and their adaptation to the nature of the investigated problem.

The central problem of the research concerns the way in which public administration transforms public resources allocated for security into institutional and operational outcomes. In the specialized literature, security is frequently analyzed through the lens of military capabilities and geopolitical strategies; however, the role of administrative mechanisms in the production of security has been less extensively investigated.

The research starts from the premise that national security is the result of a complex administrative process in which the defense budget, personnel policies, and the institutional mechanisms for implementing public policies are interdependent. In this context, public administration is interpreted as a mechanism for converting public resources into public policy outcomes.

Based on this theoretical perspective, the research relies on several *fundamental assumptions*:

- public administration represents a determining actor in the architecture of national security, as it manages financial resources, institutional structures, and recruitment and professional training processes;
- the defense budget constitutes a strategic instrument of the state, capable of influencing national security both directly, through investments in military capabilities, and indirectly, through its impact on human resources;
- the welfare of military personnel influences institutional performance, organizational resilience, and the level of personnel retention;
- human resource management represents an important indicator of administrative performance in the field of security.

These theoretical assumptions guide the entire research endeavor and constitute the basis for formulating the research questions and the hypotheses investigated within the study.

Starting from the central research problem, several *research questions* were formulated in order to investigate the relationships between budget allocations, the welfare of military personnel, and the institutional capacity of the security system.

The main research questions seek to address the following aspects:

- the way in which budgetary decisions and the use of human resources influence the welfare of military personnel;
- the factors that influence personnel retention within the security system;
- the relationship between personnel welfare and the institutional capacity of military organizations;
- the administrative bottlenecks that may affect the transformation of budget allocations into concrete outcomes at the level of personnel policies.

In order to test these questions, several *research hypotheses* were formulated. These include the hypothesis of the existence of a direct relationship between the frequency of missions and the deterioration of the financial situation of military personnel, the hypothesis that an increase in the defense budget leads to an improvement in the quality of life of personnel responsible for

security, and the hypothesis of the existence of significant differences among various categories of personnel regarding the perception of working conditions and professional welfare.

These hypotheses are tested within the empirical analysis through the use of appropriate statistical instruments and by correlating the quantitative results with the data obtained through qualitative methods.

Research methods and techniques used. In order to investigate the phenomena analyzed in the thesis, several research methods and techniques were used, each contributing to the analysis of different dimensions of national security.

Document analysis. Document analysis represents one of the main methods used in the research and was employed to examine the institutional and normative framework of the national security system. Within this analysis, strategic documents, official reports, public policies, and budgetary data relevant to the field of security were examined.

The analyzed documents include national security strategies, programmatic documents of NATO and the European Union, institutional reports of the Ministry of National Defence, and statistical data regarding the evolution of the defense budget. The analysis of these documents made it possible to identify the main trends and developments in public policies in the field of security and provided the institutional context necessary for interpreting the empirical results.

Opinion survey. The quantitative component of the research is represented by an opinion survey conducted among military personnel and civilian contractual staff within the Ministry of National Defense. The survey was carried out through the application of a standardized questionnaire, which enabled the collection of data regarding respondents' perceptions of working conditions, financial situation, and the balance between professional and personal life.

Within the study, responses were collected from 366 respondents, representing military and civilian personnel involved in training and operational activities. The questionnaire included questions regarding:

- the financial situation of military personnel;
- working conditions and the level of professional satisfaction;
- the impact of missions on personal life;
- perceptions regarding institutional policies concerning personnel welfare.

The collected data were analyzed through descriptive and inferential statistical methods, using contingency tables and statistical association tests in order to verify the formulated hypotheses.

Semi-structured interview. The qualitative component of the research is represented by semi-structured interviews conducted with experts and practitioners in the field of national security. The interviews were used to obtain detailed information regarding the way public policies

are implemented at the institutional level and to identify potential administrative bottlenecks that may affect their efficiency.

The interviews were conducted with individuals holding leadership or expert positions within the military and administrative structures involved in managing national security. The qualitative analysis of the interviews made it possible to identify complementary perspectives to the results obtained through the opinion survey and contributed to the interpretation of the relationships among the analyzed variables.

Data analysis methods. The data collected within the research were analyzed using statistical and interpretative methods appropriate to the type of information obtained.

The quantitative analysis included the use of contingency tables and statistical association tests to evaluate the relationships between the investigated variables. Among the methods used is the Chi-square test to verify the existence of significant relationships between the analyzed variables, as well as statistical association indicators used to evaluate the strength of the identified relationships.

The qualitative analysis of the interviews was conducted through thematic coding and comparative interpretation, focusing on the main recurring themes regarding human resource management, the implementation of public policies, and the impact of the budget on institutional performance.

The integration of quantitative and qualitative results was carried out through an interpretative analysis aimed at explaining the systemic relationships between the budget, personnel welfare, and institutional capacity.

Methodological limitations of the research. Like any scientific endeavor, the research presents a series of methodological limitations that must be taken into consideration when interpreting the results. One of the main limitations is related to the specific nature of the case study, which focuses on a single institution within the national security system and which may limit the degree to which the results can be generalized.

Another limitation is represented by the use of data based on respondents' perceptions, which may be influenced by subjective factors. In order to reduce the impact of this limitation, the research employed methodological triangulation, combining quantitative analysis with document analysis and qualitative interviews.

Despite these limitations, the adopted methodological design provides a solid basis for analyzing the relationships between public administration, personnel policies, and national security and allows for the formulation of relevant conclusions for the development of public policies in the field of security.

4. Main results obtained

The results of the research reflect the contributions of the thesis at the conceptual, methodological, and applied levels, demonstrating the role of public administration in the production of national security through budgetary policies and human resource management. The analysis carried out highlights the fact that national security must be understood not only as the result of military capabilities or geopolitical strategies, but also as the result of a complex administrative process in which financial resources, public institutions, and human resources are interdependent.

The obtained results can be structured into several main categories: conceptual results regarding the role of public administration in national security; results concerning the analysis of the defense budget and the administrative mechanisms for converting resources; results regarding human resource management and the welfare of military personnel; empirical results obtained through the opinion survey and semi-structured interviews; as well as applied results materialized in the proposal of an integrated public policy model for the management of national security.

1. Results regarding the conceptualization of national security from the perspective of public administration. One of the main results of the research consists in the development of an integrated theoretical perspective on national security that highlights the central role of public administration in the production of security. The analysis carried out in the theoretical chapters shows that national security cannot be reduced to a strictly military dimension, but must be analyzed as the result of the coherent functioning of public institutions and the efficiency of administrative processes.

The research demonstrates that public administration performs several essential functions in managing national security, including strategic planning, the management of financial resources, interinstitutional coordination, and the implementation of public policies. In this sense, national security can be interpreted as a public good produced administratively, provided through the institutional mechanisms of the state.

This conceptual perspective allows security to be understood as the result of an integrated administrative chain in which political and budgetary decisions are transformed into institutional and operational outcomes through public administration. The administrative chain identified within the research can be synthesized as follows:

political decision → budget allocation → administrative implementation → human resource management → personnel welfare → retention → institutional capacity → national security.

The research results highlight that the performance of this administrative chain depends not only on the level of available financial resources, but also on the quality of the administrative mechanisms used to implement public policies.

2. Results regarding the role of the defense budget in the production of security.

Another important result of the research consists in the analysis of the evolution of the defense budget and its impact on national security. The analysis carried out shows that the defense budget represents a strategic instrument of the state that influences both the development of military capabilities and the institutional stability of the security system.

The study of the evolution of the defense budget in Romania highlights that the level of budgetary allocations has increased significantly in recent years, particularly in the context of the commitments assumed by NATO member states to allocate at least 2% of the gross domestic product to defense. This development reflects the major changes in the European security environment and the need to strengthen the defense capabilities of member states.

However, the research results show that the simple increase of budgetary allocations does not automatically guarantee an increase in the institutional capacity of the security system. The efficiency of resource use depends on the way public administration succeeds in transforming these resources into implementable programs and public policies.

In this regard, the research highlights the existence of administrative mechanisms for converting resources through which the defense budget is transformed into institutional outcomes. Among these mechanisms are strategic planning of expenditures, human resource management systems, infrastructure investment programs, and support programs for military personnel.

3. Results regarding human resource management and the welfare of military personnel. Another major result of the research consists in highlighting the role of human resources in the functioning of the national security system. The analysis carried out within the thesis shows that the management of military personnel represents a determining factor of institutional performance and organizational stability.

The research demonstrates that the welfare of military personnel has a direct impact on the level of retention, on professional motivation, and on the operational capacity of military organizations. In this context, public policies regarding the quality of life of military personnel must be analyzed as strategic instruments of security, not merely as social measures.

The theoretical and empirical analysis conducted within the research highlights several dimensions of the welfare of military personnel, including:

- income level and financial stability;
- working conditions and institutional infrastructure;
- the balance between professional life and personal life;

- access to social services and support programs for families;
- perceptions regarding institutional fairness and career opportunities.

The results of the research show that these dimensions directly influence professional satisfaction and the intention to remain within the military system.

4. Results of the case study and empirical analysis. The empirical component of the research was carried out through a case study focusing on personnel within the Ministry of National Defence and included an opinion survey and semi-structured interviews. The study enabled the collection of data regarding the perceptions of military personnel concerning working conditions, financial situation, and the impact of missions on personal life.

The analysis of the opinion survey results made it possible to test the hypotheses formulated within the research and to identify the relationships between the analyzed variables.

One of the important results of the empirical analysis is the confirmation of the existence of a significant relationship between the frequency of missions and the financial pressure perceived by military personnel. The results indicate that frequent participation in missions and military exercises may generate additional pressure on the financial situation and on the balance between professional and personal life.

The data analysis also highlighted the existence of significant differences among different categories of personnel regarding the perception of working conditions and professional welfare. These differences indicate the existence of structural inequalities within the military system, which may influence the level of professional satisfaction and organizational stability.

Another important result of the research is the identification of the relationship between the welfare of military personnel and the intention to leave the system. The data analysis suggests that low levels of professional satisfaction and the perception of insufficiently attractive working conditions may increase the likelihood that military personnel will leave the system.

5. Results of the qualitative analysis. The semi-structured interviews conducted within the research confirmed many of the conclusions of the quantitative analysis and provided additional perspectives on the way public policies are implemented in practice.

One of the main results of the qualitative analysis is the identification of administrative bottlenecks that may affect the efficiency of public policies in the field of security. The interviewees highlighted that, in many situations, an increase in the defense budget does not automatically produce improvements in working conditions or in the welfare of military personnel.

This phenomenon is explained by the existence of administrative dysfunctions such as complex bureaucratic procedures, insufficiently developed implementation mechanisms, or the lack of institutional programs dedicated to supporting military personnel.

The results of the interviews confirm that personnel retention must be analyzed as an indicator of administrative performance, since the institutional capacity of the security system depends directly on the stability and motivation of human resources.

6. *Applied results: the proposed public policy model.* One of the most important results of the thesis consists in the development of an integrated public policy model for managing national security, entitled the Proposed Integrated Public Policy for the Management of National Security (PPPIGSN).

The proposed model is built on the basis of the public policy cycle and aims to strengthen institutional coordination and improve the way public administration manages the resources necessary to ensure national security.

The PPPIGSN model includes several main components:

- strategic planning of national security;
- interinstitutional coordination;
- integrated resource management;
- support programs for human resources;
- monitoring and evaluation mechanisms for public policies.

By integrating these components, the proposed model aims to create an administrative system capable of transforming public resources into sustainable institutional outcomes.

7. *Scientific contributions of the research.* Based on the obtained results, the thesis makes several contributions to the development of the specialized literature in the fields of public administration and security studies.

First, the research develops an integrated conceptual perspective on national security, highlighting the role of public administration in the production of security.

Second, the study contributes to the understanding of the relationship between budgetary policies and the institutional performance of the security system.

Third, the research highlights the importance of human resource management and the welfare of military personnel in strengthening the institutional capacity of the state.

Finally, the thesis provides an applied contribution through the development of an proposed integrated public policy model for managing national security, which can be used as an analytical and planning instrument within public administration.

5. Main recommendations

The results of the research highlight that national security must be analyzed as the result of the integrated functioning of public institutions, budgetary policies, and human resource

management. Consequently, the recommendations formulated in the thesis aim to improve the way in which public administration manages the resources necessary to ensure national security, as well as to strengthen the institutional capacity of the security system.

The recommendations are structured across several levels of intervention: the strategic level of public policies, the institutional level of public administration, and the operational level of human resource management.

1. *Strengthening strategic planning in the field of national security.* The first recommendation concerns the development of a more efficient system of strategic planning for national security that ensures better alignment between the strategic objectives of the state and the available administrative resources.

The analysis carried out within the research shows that one of the main challenges of the security system lies in the difficulty of transforming strategic decisions into implementable administrative programs. In this context, it is necessary to develop institutional mechanisms that allow the integration of strategic planning with budgetary processes and human resource management.

In this regard, public administration should develop strategic planning instruments based on performance indicators and continuous public policy evaluation mechanisms. The implementation of such instruments would allow the monitoring of the efficiency of public resource use and would contribute to increasing transparency and institutional accountability.

It is also recommended to strengthen interinstitutional coordination mechanisms so that the institutions involved in managing national security can act in a coherent and integrated manner.

2. *Improving administrative mechanisms for converting budgetary resources.* Another set of recommendations concerns the way in which public administration uses budgetary resources allocated for security. The research shows that the level of budgetary allocations represents only one of the factors that influence the institutional capacity of the security system, while the way in which these resources are managed and implemented is equally important.

In this context, it is necessary to develop administrative mechanisms that ensure a more efficient use of public resources. These mechanisms should include systems for monitoring and evaluating budgetary programs, as well as administrative procedures that facilitate the rapid implementation of strategic projects.

Particular attention should be given to the correlation between investments in military capabilities and investments in human resources. The research highlights that the technological modernization of the security system must be accompanied by appropriate personnel management policies so that the investments made can be used efficiently.

In this regard, public administration must adopt an integrated approach to resource management, in which budgetary planning, human resource management, and the development of institutional capabilities are coordinated in a coherent manner.

3. *Development of public policies dedicated to the welfare of military personnel.* One of the important results of the research is the identification of the role of military personnel welfare in maintaining the institutional capacity of the security system. Consequently, a central recommendation of the thesis concerns the development of public policies aimed at improving the quality of life of military personnel and their families.

The empirical data obtained within the research show that the welfare of military personnel directly influences professional motivation, organizational stability, and the level of personnel retention. In this context, public policies concerning human resources must be considered strategic instruments of national security.

Among the recommended measures are the development of institutional support programs for military personnel, such as housing programs, psychological support services, post-mission recovery programs, and support mechanisms for the families of military personnel. It is also necessary to develop competitive financial packages and professional development programs that contribute to increasing the attractiveness of the military career.

The implementation of such policies could contribute to strengthening the institutional stability of the security system and increasing the retention level of military personnel.

4. *Improving human resource management in security institutions.* Another important recommendation concerns the modernization of human resource management systems within the institutions responsible for national security.

The research highlights that the organizational performance of security institutions depends directly on the quality of human resource management. In this context, it is necessary to develop modern career management systems based on transparent criteria and performance evaluation mechanisms.

It is also recommended to introduce continuous professional training programs and to develop professional mobility mechanisms that allow the effective use of the competencies of military and civilian personnel within the security system.

The modernization of human resource management must also include the development of systems for evaluating professional satisfaction and personnel welfare, which would allow the early identification of organizational problems and the adoption of corrective measures.

5. *Development of an integrated public policy model for national security.* The final recommendation of the thesis consists in adopting an integrated public policy model for managing

national security that would allow the efficient coordination of the institutions and resources involved in this field.

The model proposed within the research - the Proposed Integrated Public Policy for the Management of National Security (PPIGSN) - aims to strengthen security governance by integrating strategic planning, resource management, and monitoring and evaluation mechanisms.

The implementation of this model could contribute to the creation of a more efficient administrative system capable of transforming public resources into sustainable institutional outcomes and responding adequately to the complex challenges of the contemporary security environment.

By implementing these recommendations, public administration could significantly improve the way national security is managed and could contribute to strengthening the institutional resilience of the state in the face of emerging threats.

6. Possible directions for future research

The results obtained within the present research highlight the importance of analyzing national security from the perspective of public administration and public policies. Although the study provides an integrated perspective on the relationship between the defense budget, human resource management, and the institutional capacity of the security system, the complexity of the analyzed phenomena opens numerous directions for future research. These directions may contribute to deepening the obtained results and to the development of analytical and operational instruments capable of supporting the decision-making process in the field of national security.

First, an important direction for research concerns *the extension of comparative analysis at the international level*. The research conducted within the thesis focuses primarily on the national security system in Romania and on the institutions involved in managing security. Although the analysis includes references to best practices from NATO member states, a broader comparative study could provide a deeper understanding of how different states organize and manage public policies in the field of security.

Such comparative studies could analyze the differences between the administrative models used by European or North Atlantic states in managing national security, highlighting the institutional factors that contribute to increasing the efficiency of public policies. In particular, it would be useful to investigate how states with different administrative systems succeed in integrating strategic planning, resource management, and interinstitutional coordination in the field of security.

A second research direction concerns *the deepening of the analysis of the relationship between the defense budget and institutional performance*. Although the present research highlights the existence of a relationship between budgetary allocations and the institutional capacity of the security system, the analysis of this relationship could be extended through the use of econometric models and broader data series. Such studies could investigate how different types of military expenditures influence the organizational performance of security institutions and could contribute to the development of predictive models regarding the efficiency of the use of budgetary resources.

At the same time, future research could analyze the impact of investments in military capabilities on economic development and regional security, offering an integrated perspective on the relationship between security and the economy.

Another important research direction concerns *the in-depth study of human resource management within security institutions*. The results of the research highlight the essential role of military personnel welfare in maintaining the institutional capacity of the security system. However, the analysis carried out within the thesis may be extended by investigating other dimensions of human resource management, such as organizational leadership, institutional culture, or the impact of emerging technologies on the military profession.

Future research could also analyze in detail *the mechanisms through which human resource policies influence the retention of military personnel and the organizational stability of security institutions*. Such studies could contribute to the development of human resource management models adapted to the specific characteristics of military organizations and could support the administrative reform process in the field of security.

Another relevant research direction concerns *the analysis of the impact of new technologies on national security and public administration*. The rapid technological transformations of recent decades have generated the emergence of new domains of security, such as cybersecurity, information warfare, or the use of artificial intelligence in military operations. In this context, public administrations must adapt their institutional structures and governance mechanisms in order to respond to these emerging challenges.

Future research could analyze how public institutions can integrate emerging technologies into security strategies and administrative processes, as well as the impact of these technologies on the organization of defense institutions and on human resource management.

Another research direction with increased relevance for public administration concerns *the study of interinstitutional governance in the field of national security*. The management of contemporary security involves the cooperation of a large number of public institutions, including military institutions, security agencies, civil authorities, and international organizations. In this

context, interinstitutional coordination becomes an essential element of the efficiency of public security policies.

Future research could analyze the institutional mechanisms that facilitate cooperation among the various institutions involved in managing security and could identify best practices regarding collaborative governance in the field of national security.

Another important research direction concerns *the development and testing of the public policy model proposed within the thesis*. The integrated public policy model for managing national security proposed within the research represents an important conceptual and applied contribution; however, its implementation and evaluation in practice require additional research.

Future studies could analyze how this model can be adapted to different institutional contexts and could evaluate the impact of its implementation on the performance of the security system. Future research could also develop instruments for evaluating public security policies based on performance indicators and continuous monitoring methods.

Finally, a research direction with significant potential concerns *the analysis of the relationship between national security and societal resilience*. In the context of new hybrid threats and multidimensional crises, security can no longer be analyzed exclusively at the level of defense institutions, but must be approached in relation to the capacity of society to cope with shocks and to adapt to change.

Thus, future research could analyze the role of public administration in strengthening societal resilience and could investigate how public policies in fields such as education, health, critical infrastructure, or energy security contribute to national security.

In conclusion, the directions for future research highlight the dynamic and interdisciplinary nature of studies concerning national security and public administration. Expanding research in these fields may contribute to the development of more efficient public policies and to strengthening the institutional capacity of the state to respond to the complex challenges of the contemporary security environment.

Annexes:

- Annex no. 1 – Research objectives;
- Annex no. 2 – Table of contents of the doctoral thesis;
- Annex no. 3 – Bibliography.

ANNEX NO. 1 – RESEARCH OBJECTIVES

The main objective

Code	Formulation of the main objective	Chapters addressing the objective
OP	Analysis of the role of public administration in the production of national security through the use of the defense budget and the management of human resources, with emphasis on welfare, retention, and institutional capacity	I, II, III, IV, V, VI, VII, VIII

The secondary / subordinate objectives

Code	Formulation of the secondary / subordinate objective	Type	Chapters addressing the objective
OS1	Theoretical grounding of public administration as a central actor in the field of national security	Theoretical	II
OS2	Conceptualization of national security as a public good produced administratively	Theoretical	III
OS3	Analysis of the evolution of the defense budget as a public policy instrument	Analytical	IV, V
OS4	Evaluation of the welfare of military personnel as a result of public policies	Analytical	VI, VII
OS5	Analysis of retention and institutional stability in correlation with welfare	Analytical	VI, VII
OS6	Identification of administrative implications and formulation of public policy recommendations	Applied	VIII

The derived objectives

(concrete operationalizations that justify hypotheses, indicators, and methods)

Code	Formulation of the derived objective	Direct relationship	Hypothesis	Chapters addressing the objective
OD1	Identification of the relationship between the structure of personnel expenditures and professional welfare	OS3 → OS4	H1	VI, VII
OD2	Analysis of the effects of the frequency and duration of missions on the family financial situation	OS4	H2	VII
OD3	Evaluation of differences in perceptions regarding working conditions among different categories of personnel	OS4	H3	VII
OD4	Analysis of the relationship between welfare and the intention to leave the system	OS5	H4	VI, VII
OD5	Identification of administrative bottlenecks in the implementation of personnel policies	OS6	H5	VII
OD6	Correlation of welfare and retention with the institutional capacity of the security system	OP	H6 (interpretative, without a statistical hypothesis)	VI, VII, VIII

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