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The Career Model of the Hungarian Armed Force

Author's review

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Career model of the Hungarian Army

In the 21st century it is an important condition for societies for their subsistence and development to gear their aims to the possibilities. Because of lack of means, to remain the possibility of peaceful development in and among societies, the use of means should be rationalized. Human beings are not only the users of their environment, but they are responsible for its remaining and renewing for life. Progressions of societies are orientated by economical laws, causing pressure inside societies, organisations as well as humans. Solving such problems could be realized by the way of human thinking, using supplies on hand without having other environmental possibilities. Taking advantage of human being as the most valuable mean is not in necessary conformity with the notion of modern societies, so it is rather run-down. It is especially important to appreciate man as mean and member of the organisation in such organisations where sense of duty is important like the army. In case when organisations are not able to find conformity between the members' needs and their own possibilities, the inner balance falls over which they would need for the accomplishment in the division of labor of the society.

Drafting the scientific problem

To make an organisation work efficient, one should do something to raise members' loyalty. Bandinage is not a financial question; it is depended on the values, working mechanism, inner relations of the organisation. The Hungarian Army has been reduced in quantities for the last 20 years, though it has not risen in qualities. Problems in human resource management are indicative of the fact that the army is not able to magnetize in the labor market. Despite the society making financial sacrifice the Hungarian Army lacks of qualified ranks and it still has to solve some structural human resource problems as well. One might raise the question, why can not the army magnetize the needed rank – to fulfill its national and international commitments - via the labor market? The Hungarian Army conceives wrought and well-structured concepts in order to make the members loyal but in reality they do not work. It is a common experience that there is a significant difference between the aims for the human resource strategy of the army and the routine. The question is that: whether can we confirm that: can we make common and special conclusions after the examining of the background of the Hungarian Army, which would give evidence that the organisation has no enough inner casemaps to strenghten the bandinage of its ranks?

Researcher's hypothesis

According to the basic hypothesis, altering the present career model of the Hungarian Army the organization needs to be orientated to the inner and muter expectations as well as other professional quality requirements. As proof of the basic hypothesis here are the sub-hypothesis as following:

Theoretical sub-hypothesis

1. Inner and outer casemaps of the Hungarian Army are not auspicious to form the the expected abilities of the army.
2. The Hungarian Army is not able to use those abilities efficiently, owned by its members, which would help the organisation to fulfil the society integration, and to realize professionalism on the field of workmanship as well as the moral approach.
3. Without knowing the craggy specialities of the army, the efficiency of the rise of the society integration can not be solved unless the society or the army would be hurt in a surd way.
4. The accomplishment rating system of the Hungarian Army is not suitable to adjudge persona accomplishments, that is why it does not give basis for one's career whether to keep the membership in the organization or not.
5. The basement for the reinforcement of the Hungarian Army is not able to develop the loyalty of its students.

Empirical sub-hypothesis

6. The financial support (knowing the low-level of the effective usage) and its incalculability does not make it possible to make human resources work effectively.
7. The acquire ability of the organization is not on the level to get quality labor force. Keeping labor force is also low-level that it does not make it possible to transmit experimental knowledge which would be essential for the development of alliance integration.
8. Values of the army have so many differences of the values of society, that it affects the efficient making of the integration.
9. Extant conditions in the army, expectations, leader workmanship and real possibilities do not make the accomplishment rating system work properly in order to help one's career.
10. Loyalty of young officers declines during the school years, forming the way their approach to the profession is low-level.

Research methods

Complexity of the topic requires to be a man of wide reading on both theoretical and functional fields. In order to do it among the research methods one finds special bibliography as well as analysis of the collected documents and conversion of directional and indirectional interviews. The basement of the research was given by the analysis of the answers given to some questionnaires. Results of the empirical research - with this end in view - were set together to the experiences collected during military service, so the

result appears as the interpretation of data. Formal and informal answers were contradictory even if they were given by the same person. On this field I tried to approach the topic from different views, so I could see the reasons of having differences. Inner coherence was expanded by analysis, while results were formed by synthesis. Informations in documents were analysed by matching method. To form the base of the research and to analyse the results I have investigated relevant documents as well as resources on the Internet. During this process I could have an inner sight some researches in Hungary, the results of which were conducive to form inquiry methods.

Aims of the research

Main aim of the research was to reveal the background which affects the possible careers inside the army. In this way the analysis of the career model of the Hungarian Army seems rather to be an implement than an aim. The object of the research is the analysis of the inner and outer circumstances of the organisation through which the harmony of short and long term arrangements can be configured and loyalty of members of the organisation can be raised. In this aspect my indirect aim is to draft such recommendations that help to change the system of terms to have a better way of career model.

I have formed the following system of aims in order to expand and analyse coherences:

a) To understand:

- military aspects of the meaning of profession;

b) To expand:

- personal and organisational system of expectations;
- culture of the organisation that forms loyalty,
- rising personal and organisational efficiency and its possibilities;
- cultural points that affect the organisational profiting of personal efficiency;
- factors that affect the profession of junior officers at university;

c) To analyse:

- the contents of the term of profession;
- the system of measuring efficiency that influences career in the army;
- human strategy of the organisation and its system of executive conditions.

d) To define:

- characteristics of the army;

The set up of the dissertation

The dissertation has got six chapters above the introductory part.

In the first chapter I was going to make clear the meaning of professionalism in the army and with the definition of the main parts of the army I have provided correlation to make the integration of the society more successful.

In the second chapter one finds an outline of the inner relations of the army as well as outer circumstances and their fulfilment. In that chapter critical characteristics could be determined through the coherences in it, which tamper the realisation of the human strategy referring to present time.

The third chapter examines the efficiency evaluation in a critical point of view bringing its limits of the expedience and adaptibility from human and organisation side into prominence.

The fourth chapter examines the career possibilities of the Hungarian Army; compares organisational career model to the possibilities and expands extant anomalies.

The fifth chapter examines the junior officer students point of view about the army and the changes in it, pointing out the fact that institutional arrangements are not good enough to form the students' way of thinking about their profession.

In the final part of the dissertation there are conclusions as well as new scientific results based on them, furthermore some recommendation to use them.

Summary of conclusions

1. Voluntary military service is the first step (and the easiest) to form a professional army, all the other steps need time and money, so success depends on every part in it. Society, politics, leaders of the army as well as other members need to change their aspect. To make it, one needs stability with truthfulness.

2. Changing the culture of organisation is a basic thing, because without it professional army can not be realised. Soldiers should be honoured by the society and the army both financially and morally with the encouraging of the traditional military values. Badinage to the profession should be raised by objective efficiency evaluation with the computability emergence in the organisation as well as inspiration should appear connected to the „value” of a position.

3. Society integration of the Hungarian Army will be more efficient when people understand and feel the position and part of the army in the country as well as saving results and possibilities of it. The army should prove that it deserves reputation, respect and sacrifice through its working system, workmanship, attitude and performances in media. In order to realise it, the Hungarian Army should reflect being ordered, collected, truthful and last but not least economical in its external as well as its inner relations.

4. Abilities of the army are reflected by the present and future abilities and morals of its ranks. The renewing process of the army can be solved with

technocratic way and the human strategies connected to it describe the formed abilities of the organisation. Strategies are based on each other, although human strategies are weaker in practice and their realisation is less consistent. Deflections follow from it force the parts of human strategies to renew continuously. Low appeal of the army can be explained partly because of lack of marketability as well as organisational uncertainty.

5. The reasons of experienced outflow of the professional rank are the direct maintenance of the Hungarian state and the organisation (possibilities) and indirect pressure of circumstances (specification, lack of opportunities). As compensation organisational process must be ballasted. Membership should be made being magnetic, so profession of being soldier must be truthful and calculable that is why rank can consider it as a successful career possibility.

6. Higher education, though it should be, is not able to empower the loyalty of the junior officers with its system of conditions and its functions. Sort of „case” presented by higher education can not isolate junior officers from negative phenomenals, especially possible obscurity in near future. Pessimism of students has not change much since the political changes in Hungary, and neither the army, nor the educational system can be blamed because of it.

New scientific results

1. In the meaning of profession I have opened up directions with which the army can achieve its aims in a more practical – from the society point of view, more effective – way, and besides it the rank can have a more truthful inner communication.
2. I have identified organisational characteristics and with this knowledge social integration of the army can be enhanced. I have pointed out, with the differences between military organisation and values of society, such fields which can dissolve latent contrasts with their detailed analysis and common interpretation.
3. I have disclosed those factors affecting organisational loyalty, the quality of which is mainly the reason of organisational social atmosphere, commander attitude and organisational culture. I have specified such possibilities which can conduce to the requested financially efficient stability of rank.
4. I have proved via analysis that efficiency measurement in the army is inappropriate to achieve its aims, so I have worked out a new system of measurement, that comes up to the organisational's and personal's exceptions in a better way. I have also proved that without the exact definition of efficiency, common understanding and accepting of it, no such system can be formed which would be equitable for the whole rank in the army.

5. By analysing data I have proved that during their education, despite of having more experience, loyalty of junior officers to the profession declines. At the same time fact was proved that this characteristic has much more common and comprehensive reasons than institutional atmosphere and activity as well as the subject-matter of education, although they do take part of it.

Practise of the results of the research, recommendations

Since the political changes, the Hungarian society has been changing just like its system of institutions. Obscurity is a normal part of the changes, but because of incalculability of national and international effects, scandal incidences of public life as well as rationalisation efforts made by the state and despite of it sometimes lavishing makes the society distrustful. In these circumstances the army, as one of the important institutions of the state, is in bad position as its use is hard to understand when it is peace. At the same time military organisation is conducive to get the country known internationally, makes the investment tendency rising and important to make the system of state functions work. It is important for the rank that their job should be acknowledged not only financially but morally and people of the state would honour them, so they could consider the military organisation important and long-time guaranteed. Working of the army differs from the values of society in every democratic country, although the society should know that it is because of the characteristics of the organisation. To impress this situation upon the society is a task of the state and the army keeping its rank and proving that all the sacrifice made by the society is not lavishing. It is especially responsible for commanders as law that make the system working is reflected by them in every day life.

Getting support to improve the army it is essential that aims are laid down clearly, organisational relations are opened up and it also needs truthfulness. To achieve all of these one has to clarify the ambitions that are decisive regarding the army and services in it. Such plans are needed which are in accordance with the possibilities and federal undertaken commitments. To achieve it could ensure to give stability for those already working and those searching for jobs in labour market, so requested system of rank could be formed. Prospective leaders of the professional army are those students who, among the present circumstances, pessimistically see their future. The institution is not able to neutralize the present situation and with its atmosphere, with its inner process as well as system of requirements and making them observing, it could contribute with its military training to establish the graduated students' future career who would take new and innovative power to their station bills with new way of thinking and approach.

On the whole, conclusions and results of the research can be used in a direct and indirect way to modernize the army as well as to make the uniformity of society and state.

Recommended fields for future researches

Student junior officers and their noticeable demotivation.

Problematic fields of human relations in the army and the solution.

Reasons of disinterest and negative feelings towards the army from the society.

Conversion of rating system in the army, defining the rank's possible reactions.

New possibilities for motivating the rank.

Possibilities of state compensation in taking part in the army.

Rising the efficiency of didactic-pedagogic work for junior officers.

List of own publications in this field

- Connection between motivation and career, *Kard és Toll* 2005/1.
- Procession of realizing organisational fluctuation, *Kard és Toll* 2005/2.
- Human resources development in the Hungarian Defence Force, *Kard és Toll* 2006/1.
- Labour market marketing in the Hungarian Defence Force, *Kard és Toll* 2006/2.
- The Challenges of Professionalism in Officer Training, „NEW CHALLENGES IN THE FIELD OF MILITARY SCIENCES 2007”, 5 TH INTERNATIONAL CONFERENCE, conference lecture (In: Conference publication 2007.)
- Possibilities of motivation in subunits I, *Kard és Toll* 2007/2.
- The Hungarian Home Defence Force in Transition (*Az átalakuló Magyar Honvédség*), *Bolyai Szemle* 2007/2.
- Possibilities of motivation in subunits II, *Hadtudományi Szemle* 2008/1. szám
- The Human Side of the Reconstruction of Armies, *Hadtudományi Szemle*, (under publication)
- The Role of Individual Abilities in the Reformation of the Armed Forces, *Hadtudományi Szemle* (under publication)
- In team and in conflict; Course curriculum, HM HVK)

Professional and personal CV

PERSONAL DETAILS	I was born	1961.05.09. Pécs
	Address	H-2000 Szentendre, Rózsa köz 1/4.
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QUALIFICATIONS	1999 - 2003	University of Science, Pécs TTK FEEFI Human resource manager
	1996 - 1998	Zrínyi Miklós National Defence University field of study: land forces (MsC)
	1994 -1995	Zrínyi Miklós Military Academy, Staff college
	1979 -1983	Kossuth Lajos Military College field of study: mechanized infantry commander
	1998 - 2006	Professional Courses
FOREIGN LANGUAGES	1998	Advanced state examination in English (with the field of military) „C” type
	1996	Lower state examination in Russian (with the field of military) „C” type
SOCIAL ACTIVITY	2004 - 2006	Szent László Youth Association, secretary- general
IT KNOWLEDGE	2002	Informatic software engineer
SCIENTIFICAL MEMBERSHIP	1997 -	Association of Hungarian Military Science
EDUCATIONAL ACTIVITY	2007 -	ZMNE Management Sciences Department (part time teacher)
	1998 - 2007	ZMNE Management Sciences Department (Assistant Professzor)
	1991 - 1996	KLKF Mechanized Warfare Department (Assistant Lecturer)
	1983 - 1991	Mészáros Lázár Drilling Centre (Senior Training Officer)

Fields of researches

Details of military career, military success modul, personal requirements of military management, requirements for commanders in peace and in war, system and details of human resource management, ethic questions of military and political leaders.