

József Nagy Border Guard Major

**The Study of Psychological and Sociological Factors Influencing
the Manifestation of Deviations
at the Hungarian Border Guards**

The Author's PhD Exposé

2003

The border guard activities have changed in several respects. Border guarding and security relations changing dynamically determine the working conditions, requirements during the duty.

As EU joining is approaching crossing the common borders of the member states, its rules and the expectations in connection with border crossing check and the performance of the demands deriving from them are the most important tasks concerning the border guards.

.After joining the EU Hungary will belong to the main direction of eastern-western and southern-northern migrations in the future, too. We have to recon permanently with the increase of the number of infringements of lawful rights as a consequence of Hungary's geopolitical characteristics that is our country will become an outside border region of the European Union.

In the course of reorganization and working out of the border guards system in accordance with the EU principles several draft constitutions, analyses, suggestions and plans came to light. All these works contain in details the tasks being carried out during the changing period from the current tasks of the modernization of the technical guidance through the dislocational changes of the management and local offices and and technical developments to the changes of the staff. The improvement of the level of the technical work and the modernization of the technical instruments produce changes in working methods and working conditions.

The changes in the organization, the technical development and the mentioned border guarding and security conditions changing dynamically are to inspire us to revise the human relations at the border guards. This revision is to appear in the strategy of the human resource management from the recruitment through the selection, training and preparation to the keeping in the career. Work motivation, looking after the individuals, taking into consideration the inner relations of the local offices, companies and workteams and their transformation are essential parts of this reconsideration.

All the negative incidents in the staff such as the considerable increase of the number of infringements of lawful rights, the problem of bribery, alcoholism and abnormal passion for gambling, the rise of divorces, suicides, heart diseases and circulatory and digestive system disorders and other psychosomatic diseases warn the experts that the staff is able to meet the requirements only with the use of its power reserves. All the examinations, research and surveys completed so far give suitable experiment to realize that the border guards do their best to do their work at their human field at a high level to satisfy all the demands of the executive staff. The border guard work in prevention can set an example not only in Hungary, but also abroad, as the experiment of the international meetings and scientific congresses

prove it. Even so, all the phenomena mentioned above may be concluded that the border guards as the structure of an organization, their activity, principles, written and unwritten rules have direct effect on the emotion, behaviour and thinking of the members of the organization not only in the process of the positive career socialization, but also in the development of the objected forms of behaviour.

My dissertation is trying to explore through the characteristics of the social adaptation disorders appearing in the officers' and non-commissioned officers' staff at the border guards all the constitutional factors which may play a role in the process of the manifestation of individual deviations, in which the undesirable forms of behaviour can develop or the existing but so far latent deviant tendencies can strengthen.

The hypotheses drawn during my research

The main line of my dissertation is the sociometric research based on the primary hypothesis which says that in the background of the development of the deviant behaviour forms the marginalization of the staff at the communities, workplace collectives that is at the border traffic and the border guard local offices can hide and what is more, it can cause the fall of the groups. Another assumption is that the regular rotation of the staff and the change of the composition of the groups on duty make the workers' adaptation to the group more difficult, which can lead to the rise of the above mentioned marginalizing process.

The peripheral status is characteristic not only of the staff but also, unfortunately, on the management at the branch offices and companies. According to my assumption the managing roles especially the possibility of the development of the nonconform behaviour can be hurt.

Research aims

In my research my aim was to give an overall picture of the behaviour forms at the border guards which are different from the ordinary behaviour and to draw a parallel between the process taking place in the society and at the border guards as the operation of an organization, to examine widely the inner conditions of the border traffic and border guard local offices as workplace collectives, to reveal the inner network of the communities and to focus on the causes and inferences, which hide in the background of the development of deviant behaviour forms.

In the course of my work I paid stressed attention to the formation of the relations at the border traffic and border guard local offices with the analysis of the study of the psychodynamic relations in groups.

The structure of the dissertation

Chapter 1 I discuss the changes in sociological attitudes to the deviations comparing with the characteristics of the border guards as an organization.

Chapter 2 I summarize the characteristics of deviant behaviour forms appearing most frequently in general and concerning the border guards.

Chapter 3 I reveal the inner connections of the staff at the local offices, the sociometric position of the members of the communities and focus on the relations in the background.

Chapter 4 I show my research results and sum up my consequences and make my suggestions.

The tested samples

The sociometric examinations concerned 15 local offices in Nagykanizsa and further 51 branch offices taking part in the national survey. So I analyzed 3800 people's sociometric tests all together with my colleagues' efficient help in the previous 3 years.

The experience gained during the research tests

- According to the completed sociometric examinations it can be claimed that in the consequence of the act in 1998 to form small-numbered groups, the earlier stable staff broke up and the former existing connections based on sympathy and confidence, which were very desirable from group dynamic aspects, have disintegrated and nowadays there is restricted possibility to form new ones due to the present-day duty schedule.
- It is characteristic of the companies that they have no determinant central configuration which could make an effect on the behaviour of the group members through the formation of the public opinion. The sense of solidarity is at a low level, the sense of team-spirit has become loose in the tested groups. Due to all these factors the staff of the groups can be mobilized to common performances with difficulty so individuals perform achievements at a lower level than their own ability.

- In the current local offices the establishment of the small-numbered groups in service creates the conditions for cliques, rivalry between each other and through it the possibility of alienation. As a consequence there are a lot of lonely, peripheral workers who are exposed to the danger of further dropping behind, isolation, solitude and susceptibility.
- It can be determined unambiguously from the completed examinations, that the marginal, sociometric status is not a group dynamic characteristics of special branch offices, but it is a general tendency at border guards.
- The permanent change of the staff of the groups in service impede the process of adapting to community and the development of a steady norms system. The unsuccessful adjustment existing for years as a constant stressor results in serious trouble in the staff relations and increases the burnt-out cases and the rate of psychological utilization caused by indifference. Discontent and indifference give rise to undermotivation, which makes negative effects on the quality of the service.
- The formation of groups in service can be seen very rarely. Under the influence of the permanent changes the traditions of cooperations have not developed. Workers do not set common aims the realization of which could create the „we” consciousness. Owing to it the staff feels unstable considering its position, so loyalty to the border guards and identity consciousness decrease.
- Generally speaking the management is definitely isolated from the subordinate staff. It can be stated from a sociometric aspect that they are squeezed out from the community, so they cannot be equal to the group-forming, norm-creating and norm-controlling functions. Its direct consequence is the increase of infringements of lawful rights and the rise of the danger on society of the committed events.
- The branch office management does its every-day work in an incompatible situation, which results in a role conflict. To build up confidential relationship and to take care of the staff is incompatible at the same time with the fulfilment of certain checking tasks, first of all, with the participation in the attack on bribery. The two jobs cannot be done at the same time, sooner or later the leader becomes unbalanced and gets sceptical in front of his own staff.
- The general experience is that psycho-stress and mobbing at places of work are of considerable importance consequently, the number of psychosomatic illnesses is increasing among the members of the staff.

- Border guard measures to evade deviant actions and serious unusual incidents, the system of recruiting aptitude tests, periodic screening tests and the opportunity of at-home days and consulting hours can be used well for prevention. Efforts to avoid different addictions like alcohol and drug ones are considered to be effective in the respect of the results.

The performance of the research aims

During my research I set up four basic aims, which, in my opinion, I could perform.

1. I summed up the specific features of the deviant behaviour forms characteristic of the border guards laying considerable stress on the most problematic area for the time being: on the breach of the norms.
2. In the chapter titled „ The sociological and socio-psychological approach of deviant behaviour „, I emphasized the most important theoretic approaches comparing them with the special features of the border guards' every-day actions demonstrating in this way that the social connections in our days can occur in the life of the organization.
3. In the sociometric tests I revealed the inner relations in the specific communities and determined the positions of the members taking part in the social field and I obtained an establishment characteristic of the whole border guard staff
4. I drew conclusions from the results and made suggestions for the current tasks of the changes in the coming term.

New scientific research achievements:

On the basis of the analysis and assessments of the connections and the phenomena explored during my research I consider the following new scientific achievements:

1. the detailed analysis of the deviant forms of behaviour at the border guards and the demonstration of the specific method elaborated in the interest of the exploring and analyzing-assessing work.
2. Working out of a new modified viewpoint system in sociometry and in the border guards' organizations and terms after the explanation of the results and as a method its adoption in border guard circumstances and the elaboration and the demonstration of the methodology of utilization.

3. The detailed exploration of the staff relations at branch offices and workplace collectives, the analysis of the human relations, which covers the whole border guards as an organization, through the analysis of the inner relations at places of work.

Suggestions:

In the field of work schedules and constitutional improvements

1. Starting out of the fact that the development of the small-numbered groups on duty divide the staff of the communities, it is necessary to determine in experimental way the optimum staff number needed for the formation of groups on duty and norm-keeping communities.
2. Referring to the permanent rotation of the groups on duty in contrast with the current experience I mean it is necessary to form constant- numbered and composed groups as united as possible and to weld them together into communities.
3. Deriving from the role conflicts of the leading staff at the local offices I judge it necessary to rethink and rationalize the roles and functions of the managing posts in branch offices in view of the changed tasks and conditions. As for the care about the employees, it is vital for the management to lay greater stress on the human treatment than the current one. The changes in the organization in the coming period can provide an opportunity to human orientation declaration.

Concerning the training and the preparation

1. As the results of the carried-out tests prove, it is important to improve the leading ability of the management at the branch offices. The care about the employees and the rise of the level of their treatment can be improved by regular communicative , self-knowledgable and individual efficiency, improving trainings and they can prevent the employees non-commissioned officers from being treated as soldiers. Work organizing, utilization and last but not least ,the relations between the local offices can be changed for the better.
2. We cannot forget, of course, about the preparation of the professional non-comissioned officers besides the leaders' training. They need regular training following the training topics of the leaders of the branch offices. The training programmes of the subordinate

staff should contain, first of all, the elements of developing the public mindedness and the conducive elements of normkeeping behaviour.

To improve the relations between each other

The primary task of the leading staff at the branch offices can be to draw the individuals in peripheral sociometric position at present into communities by collective tasks, greater care and attention. The transfer in value, the sense of belongingness to a community, a group or an organization can be changed for the better by establishing more favourable communal structures than the present ones.

In the respect of prevention

1. The indexes of the demonstrated and analyzed deviant behaviour forms at the border guards can be considered favourable. To be able to work in prevention efficiently in the future too, we need further test, surveys and more development and improvement of our programmes.
2. We have to keep up the preventive measures carried out in the interest of the prevention of unusual incidents in accordance with the present experience and procedure.
3. Psychological workers have to spend more time as far as possible with the staff and turn up in the branch offices more often on „at-home days” and in consulting hours.
4. The experience of periodic screening tests proves that 10 % of the staff need occasional or regular care. Institutions providing recreation and rehabilitation are not able to treat the patient at the appropriate level. The changes at organization and attaching to it the changes in personnel in the future could afford the possibility to establish centres of rehabilitation and recreation in order that we can relieve the workers from stress, decrease the indifference and burnt-out cases and solve the psychological problems.
5. The programmes, scripts promoting the process of the new staff's adjusting also can be used for prevention. The leaders of the branch offices have the primary responsibility in particular and conscious planning and preparing taking into consideration the characteristics of the special place of work.

Referring to the top leadership level

The positive effects of the constitutional changes carried out in 1998 are undoubtedly beyond dispute. The realization of the professional and technical development has resulted in a completely different type of border guards in some years. But we cannot forget about the fact that in the background of the changes is, first of all, the human being. The downgrading of the human resource director general post to the level of head of department was determinant in the organization hierarchy. For today, however, it is proved that the human resource work and management is one of the most important sectors. In the terms of the present changes in the organization it is obvious to bring up the necessity of its raise to a higher organizational level.

My dissertation is the result of a nearly six-year long research, in which I intended to sum up all the typical individual and group-dynamic features which can play a role in the development of deviant, unusual behaviour forms different from the established norms. The approach of the problem can seem specific to the effect that I meant to show the organizational causes and factors of the development of deviant behaviour forms rather than individual and personal causes.

I gained important experience as an officer in command of a post in the executive service during years, by taking part in the work of the directorship in different special fields and by doing psychological special work for ten years in the terms of both the recruiting staff and non-commissional officers' staff.

I intended to carry out the elaboration, systematization and summary of this experience by collecting data permanently, by working up the scientific literature prudently and by making exact proceedings of inquiry.

The aim of my work has some significance beyond the programme determined in the introduction. I would like to call the attention to the role of the human sphere which, in my opinion, has lost its significance lately, by exploring the human relations at the border guard staff and analyzing them in details. The loss of significance can be seen less perceptible for many people since it manifests most of all in the fact that human being did not get the attention it deserved because of the technical and organizational developments parallel to emphasizing permanently the professional security work.

The requirements joining the European Union and the fulfilment of Schengen norms mean unambiguous tasks for the border guards in professional terms. In human sphere, however, we can rarely see special expectations from the EU. Even so, we can claim that the practice of our recruitment, the elaborated entrance aptitude test system, the course of the occasional psychological screening tests, our measuring-psychological programmes, research and

surveys promoting the professional work, the professional protocols aiming to prevent unusual incidents and other mental health programmes to help the workers do work at a constant level can serve as an example for any member state of the European Union.

I am convinced that the Hungarian Border Guards will be able to meet the forthcoming requirements and obligations deriving from the membership of the EU only with high-level human support.

The stability of the inner conditions at branch offices and in working teams is the essential task in the future for we could see that several specific features may make the workers' everyday work more difficult starting from the cliques caused by the small-numbered work schedule to the adjusting reactions caused by the constant change of the group members.

Wide-spread human care can be carried out by testing the staff constantly and by testing the collectives at places of work from time to time and it can serve deservedly the interest of the Hungarian Border Guards reformed in its organization, thinking and professional quality which organization is the equal part of the great European family.

12. 12. 2003. Budapest

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