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**PROVISION OF HUMAN RESOURCES FOR THE INFANTRY IN THE  
PERIOD OF MODERNIZATION OF THE ARMY, WITH SPECIAL  
FOCUS ON THE COMMISSIONED TROOPS**

Author's summary of the Ph. D. thesis and External examiner's Report

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## 1. DESCRIPTION OF THE SCIENTIFIC PROBLEM

*The world's geopolitical and social conditions* have undergone dramatic changes since 1989 which were accompanied by a broad scope of economic, technical, social, religious and cultural changes, global and regional internal tensions and an increasing amount of security issues. Changes encourage the countries of the alliances to shape relations of the society, defense, civil and military sphere in a way which ensures maximization of the safety in military terms by sacrificing as little of the social achievements as possible, prevent disparities resulting in lavishing the national resources and assuming unpredictable risks. New types of threats required new patterns of activity, military missions and as a consequence, reorganization of the armed forces. Military forces reduced while their professionalism and the rate of commissioned staff increased, at the same time the overall presence of armed forces decreased within the societies. Changed features of the military forces, unique and diversified tasks - which were largely different from the old ones - and genuine applications resulted in increasing difficulties in the area of recruitment and development of all-volunteer human resources within the military forces despite the dramatic reduction of the number of peacetime soldiers. Development of civilization within the modern society and application of military forces implies significant contradictions. Modern society is less open to special applications derived from strategy change, especially when people face economic troubles and experience social tensions. The balance between welfare society and the military sphere has shifted in the direction of the former one, while the public approach towards defense issues- and in particular, military forces - is rather skeptic, even reflecting apathy.

**Changes raise the following key research issues:** *On the one hand*, whether the political and military institutions of the state organization, which are responsible for military defense, are able to identify extremely fast changes of the society and environment within the response time. *On the other hand*, whether they are able to adopt and implement the effects of continuous social and environmental changes in their own, closer environment. And, *the third issue is*, whether they intend to bring about and operate an institutional system which is able to elaborate viable strategic and tactical concepts and control the complete process of human resource management in compliance with social environment and the environmental effects.

It is a key issue to respond to these questions and find solutions to them, which are also crucial for development of the Hungarian Army and provision and development of human resources for the troops which also define in the long run the social integration of the

Hungarian Army and the infantry therefore I consider the related research both timely and relevant.

## **2. RESEARCH OBJECTIVES**

**The goal of the research** is to describe, reveal, and summarize the significant theoretical, doctrinal and practical processes which will characterize in the future the alliance systems, the military forces able to accommodate flexibly, the social conditions and changing environmental impacts, and the military actions which can influence in the future the ability-based development of the national military forces in connection with the provision and development of human resources. In addition to the systematization and description of the above features the research is also focusing on the empiric aspects and experiences of human resource management at the troops of the Hungarian Armed Forces and analyses the questions of why, how, who and with whom, primarily in respect of provision and management of human resources. Research creates a basis for the development of human resource management and development strategy of the Hungarian Armed Forces - including the infantry- to better meet the requirements of continuously changing external and internal environment – for the development of system procedures, methodology and techniques of the organizational system for human resource management which is necessary to the long term development and operation of ability-based military forces.

### **Theoretical hypotheses**

1. In the frames of development of the modern, democratic society the need for social integration of the military forces is assigned increasing importance. The processes and efficiency of the balance between the civil and military scenario is becoming a key issue in the long run which defines the social integration of the Hungarian Army the success of which is also a key issue in the provision and development of military human resources, in particular, the staff persons.
2. The key issue of human resource recruitment and development for the Hungarian Army and the infantry is that the society must be willing and able to provide for an

efficient protection, and the military forces and the controlling organization must create an integrated unit.

3. Social integration of the voluntary troops can be measured in terms of the labor market situation, the position they can reach, through the human resource absorbing and retention ability of the military forces, and through the level of general, military and organizational culture. A decisive issue is how the international commitments of the Army are evaluated by the civil society and how the population supports international military assignments.

### **Empiric hypotheses**

- 1) In the military organizations of the Hungarian Army (bureaucratic organization) the organizational activities are realized in human behavior patterns. Significant problems of the relation between the military organization and individuals are derived from the ability of the individual to adopt the organizational structure. Integration into a military organization also requires accommodation of the organization to the individuals, that is, the expectations, requirements, ambitions of the individuals must be satisfied by the activity of the organization. Accommodation within the organization also requires the efficient operation of the particular organization, development of a common spirit for the body, maintenance and continuous renewal of the cohesion within the group and the organization.
- 2) Internal climate of the organization and its units play a key role in the efficiency of operation of the military organization and in the interaction between the organization and the military staff. In the closer sense of word organizational democracy means information about the key tasks, in a broader sense it means involvement in the particular decision-making process.
- 3) Acceptance of the organizational goals and norms of the military organization is mere formality and compliance with such goals merely aims to preserve the appearance.
- 4) The staff is the employee whose individual requirements and abilities and assessment of their aptitude for service is not a guarantee of long-term commitment.(proper individuals to the right place.) Workplace socialization, the dynamism of placement in a job position and simultaneous performance of the work process are paramount for ensuring compliance.

- 5) Professional awareness of human resource management is largely influenced by the position of the human resource and staffing organizations and efficiency of operation of such organizations. Significant changes can be expected only from the stability of the human resource and staffing organization, efficiency of operation, and from raising the professional standard and launching new competencies.
- 6) Successful implementation of the future tasks of human resource management requires a close working relation and rational cooperation between the professional human resource organizations, the human organizations supporting military socialization, military action, management and governing bodies, and the organizations responsible for the training.

### **3. RESEARCH METHODS**

Hypotheses are checked on the basis of method of comparative analysis, documents analysis, quantitative analysis of documents on the one hand and on results of polling, quantitative data analysis, secondary analyses and case studies on the other hand.

#### **Time span of the research**

I conducted the research in two time dimensions.

*The first dimension is the first decade of the 21<sup>st</sup> century.* Global strategic realignment started all over the world at the millennium, genuine geo-political and security policy concepts represent a transitional period of the world, divided understanding and relative peace, technological challenges and changes, migrations, the era of information technology and development of the information society. This era brings new challenges for the military forces of the developed countries. The key issue of transformation of the alliances and national military forces is what we want to develop and why is it necessary. Investigations being in progress and conclusions looking to the future aim to capture the concepts and tendencies of development rather than describe the current situation. The changes necessary in the military forces are supported by holistic and consequent thinking relating to the future. Genuine thinking, theoretical works and doctrinal background studies prepare and govern the joint activities of the national military forces in the first decades of the 21<sup>st</sup> century. Future environment of operations, the features of battle dynamism raise new requirements for the

military forces, which show what changes are required from the armed forces. This approach makes a basic distinction in the future development of military forces as compared to the past. The features of military development of NATO and the European Union highlight the need for development of the vision of the Hungarian Army and reorganization and development of operation of the military forces. *The second time dimension* is the period between 1995 through 2008 when Hungary joined the new systems of alliance, the process of reorganization and modernization of the Hungarian Army which was a relatively short period when the infantry and military organization underwent restructuring and dramatic headcount reduction, and within that in the period between 2002-2008 significant changes took place which influenced the entire scope and quality of home defense, which was featured by the migration to an all- voluntary military organization. As from 2004 the soldier – a contracted staff of the Hungarian military force is representing a legal category as player of the labour market. The employee, who concludes a definite-term labor contract with the army, and can fill the position of the officer, sub-officer or staff according to his/ or her level of education.

#### **4. DESCRIPTION OF THE RESULTS OF RESEARCHES OF THE PARTICULAR CHAPTERS**

##### **Theoretical hypotheses**

1) In the chapter on „**21<sup>st</sup> century, flexible military forces in the developed countries, conceptual background of the development of military forces of NATO, special features of development of the EU military forces, and the national military forces**” I examined the vision of the alliance systems of the 21<sup>st</sup> century military forces, changes of the warfare, state (social) determination of armed forces, conceptual background of development of the troops and social integration of the military forces in the context of military operations and efficiency of the “Information Age”. In this approach I summarized the following systematized results on the basis of the key principles, concepts and values:

- Creation of the vision of military forces is more complex and representing an increased challenge as compared to the earlier times. Its social position is basically determined the position in the labour distribution pattern and its relevant social environment, the basic criteria for completion of the eventual missions and human resource abilities can be determined as a result of a logically created defense and warfare planning process broken down to assignments, application periods, geographically identified distances, and areas.

- Exploitation of knowledge and information, development of the network-based warfare culture are key issues in the long run. Key problems can be described as exploitation of knowledge, interoperability, defense policy, flexibility of planning, and provision of the balance of human resources.
- Development of the realistic abilities for the armed forces the service can be implemented under the conditions of political, legal determination, through the harmonization of the performance of national economy and human, financial technical resources that can be achieved by the defense forces.

*As far as the external environmental effects are concerned I established that* though the membership in the NATO and in the European Union the Hungarian Army has been placed in a social and military environment where the general conceptual background and model of the 21<sup>st</sup> century military development can be identified and analyzed through the comparative analysis of the technical literature and the concepts relating to the military forces of the developed countries typical to the 21<sup>st</sup> century service, where the need for balancing the civil and military scenario can be demonstrated. I aimed to highlight the fact that in lack of analysis and without considering the concepts and efficiency of the actions of the “Information Age”, the information society and social integration of the armed forces - as the impacts of external environment – integration into the allied systems and efficient national operation of the systems are damaged. *In respect of the internal environmental effects I established* that in course of the democratic changes taking place in the country due to the low level of organization in the relations of emerging civic population and armed forces being in the phase of transition and due to the permanent changes and dramatic reduction of the armed forces social integration of the Hungarian Army suffered damage. I established that within the framework of the modern and democratic society an increasing need emerged for social integration of the armed forces, development of balanced relation between the civil society and military sphere, termination of the conflicts between the development of civilization of the society and the special application of the Hungarian Army and involvement of the staff in missions in compliance with the strategy change of NATO. I highlighted the fact that the failure of solving these problems and lack of success in these efforts represent significant obstacles in the long run in the provision and development of human resources for the infantry which one of the key issues defining the social integration thereof. *Based on this section I consider proven that* in the Republic of Hungary the need for a new form of integration of the armed forces is assigned an increasing importance in view of the framework of development of the modern society. The process and efficiency of the balanced relation between the civil

and military sphere becomes one of the key issues defining the social integration opportunities of the Hungarian Army, efficiency of which is one of the core issues of provision and development of the human resources for the armed forces, in particular, for the troops. The basic issue of provision and development of human resources for the Hungarian Army – in particular for the infantry - is commitment on behalf of the society and ability to provide for an effective defense, so that the armed forces and the military organizations could create an integrated body. One of the indicators of the level of social integration of the voluntary armed forces is the labor market status, their position in the labor market, workforce absorbing capacity and retention ability of the army and the level of general, military and organizational culture. A defining issue is judgment of the population regarding the international assignments of the Hungarian Army, and support of the population in the performance of international military tasks.

2) In the chapter on the „**Features of the 21<sup>st</sup> century Hungarian armed forces**” I examined the questions of the vision of the Hungarian Army, the infantry and the reasons behind the need for changes. I analyzed key issues and relationships of the operation concepts of the alliances, assessed future challenges for the knowledge-based, network-based and impact-based army, furthermore I assessed the impacts of the Hungarian Republic’s National Military Strategy on the Hungarian Army as a whole, including provision and management of the human resources for the infantry. In this context I came to the following conclusions on the basis of the key principles, documents and values:

- Successful and coordinated conversion and development of the Hungarian Army and the infantry and successful operation within the alliance systems requires awareness of that in the future primarily the high profile soldiers and officers will be put into the focus of military development. The contribution of qualified soldiers will increase further in the military actions, they remain the key success factors in the future battlefields, which will be the cornerstone of the knowledge based operations in the future.
- Hungarian Army – as a national defense force– and the infantry as member of the Organizations of Trans-Atlantic and Euro-Atlantic cooperation will be enforced to develop their own vision and strategic concept regarding transformation of the forces and development of their operation.



- Changes of the social environment of the Hungarian Army within the country, understanding and accommodation to the environmental impacts, tendencies of the relation between the civil population and military forces and social perception of the military forces, conversion of military defense into service brings new challenges in the provision of the necessary and adequate human resources for the Hungarian Army and for the infantry. The contradiction between the development of civilization in the country and application of the military troops, social acceptance of the special applications required by NATO due to the strategy change, require extraordinary efforts, in particular during the period of economic and financial difficulties.

*Based on this chapter I consider it proven* that development of an infantry of high operational flexibility which can be used for expedition actions as well, and will be able to cooperate with the allied forces while it is also easy to deploy, can be maintained in the longer run, and can be applied without geographical limitation, it requires skilled soldiers who consider army as a career or mission. They are able to apply the military technology of our age, and can be deployed anytime both domestically and internationally beyond the frontiers in accordance with the objectives of the nation and the alliance. New challenges of our new era require the pull-down and courageous adjustment of the earlier organizational philosophy and structure of the infantry and the operating mechanisms and elaboration and development of a new organizational culture.

*Based on Chapters 1. and 2. I consider the theoretical hypotheses proven.*

### **Empiric hypotheses**

**3) The chapter on „Structure of the Hungarian Armed Forces and the Infantry, changes of the quality indicators during the period between 2003-2008.”** Covers the past six years out of the nearly 20 years of conversion of the Hungarian Armed Forces. The one-year survey of defense and organizational restructuring launched in 2002 was followed by a number of further reorganizations in 2006-2007. A key requirement of the restructuring was to preserve the values of human resources, and as from 2004 recruitment and retention of the staff, and prevention of the undesired fluctuation. I demonstrate that migration to the fully volunteer scheme, termination of enlisted positions, provision and preservation of the necessary voluntary headcount require enormous efforts, despite this fact filling the military positions

showed a headcount deficiency of 15-20%. Due to the permanent headcount deficiency and the assignments to be performed by the transformed infantry bodies the workload on the staff persons increased by some 15-25% and the fluctuation increased. I established that permanent reorganization of the Hungarian Army and the infantry units, the negative aspects of the advertised reforms, non-compliance with the promises of modernization, increasing workload, reducing advantages implied by the service and restricted promotion opportunities, growing uncertainties associated with the organization and the lack of stable vision for both the organization and the individuals frustrated the staff persons, as a consequence of which significant portion of the soldiers rejected to continue military service. An extraordinary rate of migration, non-completed process of reorganization of the infantry troops, deficient operation of the military communities due to the loss of human resources, termination of the role of stabilization revealed significant problems in the relations of the military organization and the individuals. I proved that accommodation of the individual to the organizational relations and to the organization itself became practically impossible, the new military organizations being at the stage of development seem to be unable to integrate significant part of the crew to the organization, and in certain cases the organization is unable to accommodate to the individuals. Basic motivations of the individuals, i.e. recognized status within the society, higher salary were not ensured, and due to the distance between the residence and the workplace commitment to the service and to the profession were damaged. The processes of the Hungarian Armed Forces and the Infantry did not facilitate adaptation of organizational scheme and accommodation of the individuals to the organization “accommodation” of the organization to the individuals is troublesome and burdened by tensions.

*Based on the relevant Chapter I consider the empiric hypothesis proven.*

4) Based on the results of the research outlined and analyzed in the chapter on „**Experiences in recruitment and retention of the human resources necessary for the commissioned troops**” I established, that significant portion of those seeking an employment in this category of armed forces expect increased support and protection from the military organization, peers and commanders, they seek acknowledgement and care and expect assistance from their environment and the peers in solving their problems. Based on the psychical features the receptive organization of commissioned staff, military leaders play a significant role in the efficient integration of the commissioned staff – in particular, the troops. Exact definition of the tasks and scope of tasks, realistic, positive feedback, assistance in processing the failures,

and organizational and personal support in providing financial assistance when establishing a family can be the management strategies which contribute to the integration of individuals. I proved that the challenges of our days make the lengthy basic training and preparation absolutely necessary for the crew which must be more detailed and more expensive than ever before to ensure long-term attainment of the goals of the organization and the contracted crew (which also supports re-integration of the crew to the society and to the labor market as well). All these must be reflected as early as in the process of selection, in the motivation of the individuals defining long term successful operation, in the preparation and professional education in respect of all the assignments which are basically different in all respect from the activities of the civil employees. Application of the infantry under extreme conditions poses new requirements for the individuals, where a number of new features, abilities and knowledge are required, which make the individual precious, who is representing additional value, therefore his/her position in the military organization is more valuable, primarily in the operations, therefore such person cannot be considered as mere employee. Military service of the soldiers - in particular armed public service - makes them different from all the rest of employees.

I established, that the soldier is required to perform the tasks in a small community, must define himself as the member of the community in the interaction with the peers, who constantly proves his abilities, and make constant efforts for the success. He must develop operation of the organization, operating processes and organizational culture which can reinforce creation of small units based on new spirits, where the individual is motivated through mutual support and assistance, develop the sense of collectivity in a clearly defined hierarchy, show readiness for action in a constant effort for development. Achievement of the organizational democracy is necessary which in the closer sense of word means provision of information on the key tasks, in the broader sense participation in the particular decision-making procedures. ***I established,*** that the service, the military organization and individuals also need a constant vision, attainment of which can be a general objective for the small collectives, and also for creative individuals, and attainment of the objectives depends on fulfillment of clearly identified requirements, individual efforts and performance, which can ensure reinforcement of individuals acting in the community where the community acknowledges individual performance. It can create the basis for acceptance of the hierarchy, integration of the newly recruited crew into the small community and provide for the transfer of the heritage of military spirit. Internal regime and moral of the infantry organizations makes the basis for the dynamic relation between individuals and collectives, where the

individual gives an example through disciplined actions, and contributes to the success of the community, while breach of the regulations is corrected by the community. Continuous shaping of these interactions calls for management control and a new organizational culture for the infantry.

***Based on the relevant chapter I considered the empiric hypothesis No. 2 proven.***

I stated that most of those individuals who submitted an application for commissioned service find military service an interesting venture, and have a strong attraction towards military career, have long-term carrier plans with the armed forces, and a large number of them plan to become commissioned professional soldier in the longer run. At the same time they also consider the opportunities for re-integration in to the civil society after expiry of the term of their agreement, consider their competitiveness in the labor market as compared to other employees on the basis of the experience and skills they obtain in the meantime. I established, that adopting the objectives and accepting the norms of the organization seems to be realistic only at the early stage of service. On expiry of the contract or in the case of the restructuring the organization resulting in instability the individuals will evaluate changing amount and quality of the prestige type benefits, conditions of service and opportunities for individual development . Based on the personal interviews those who left the army identified the following features as reasons for their departure: they are offered better job opportunities in the civil society, the distance between the residence and workplace is too large, the conditions of housing and accommodation show significant disparities, career opportunities are restricted, supplementary benefits they received earlier on the basis of the service (6 month allowance on termination of employment, 3-month exemption from work, discharge contribution) are terminated. The rate of migration (outflow) – based on individual assessment - in the last reorganization clearly reflects these tendencies. 998 persons left the army, out of them 1 officer, 134 sergeants and 134 crew. The contracts of 66 persons expired, the remaining 932 persons left the army due to reorganization. 78% of the discharge crew had an option of accepting another position but they did not live with the opportunity. The most warning sign is the group of 428 persons, -i.e. over half of the crew - who did not accept a position even within their own garrison.

***I proved*** that those individuals who are engaged in military service at the garrison where I fulfill service, seek career opportunity. Individuals normally assess the advantages/disadvantages of military and the civil employment while performing the service and on expiry of the service, and as a result of such assessment they either decide to “act” or

“survive”, to “go away” or “stay”. Although recruitment and retention of staff can be separated in the organization through clear definition of the tasks, nevertheless, the overall result should serve one common basic objective. A system must be created where “performance oriented” military organizations are created rather than temporary career shelters, where the small units consist of individuals representing advanced knowledge and skills, high level of motivation, where the individuals adopt the organizational goals and norms, even if such integration is not always problem-free, still manageable. It requires suitable persons, trainers who represent advanced skills and knowledge, leaders who constantly develop the community in the direction of cohesion and a competitive system of incentives is required as well. These are joint requirements, and where the balance is broken imbalances will develop, or where any of the players acquires dominating position conflict will arise and the soldier leaves the army.

***Based on the relevant chapter I considered the empiric hypothesis No. 3. proven.***

I stated that in the process of recruitment and retention of crew - for a long term successful maintenance and development of the voluntary armed force – an increased emphasis must be given to certain human policy factors, like recruitment of the staff, and accession requirements, develop aptitude of the individuals for performance of military service, and work efficiently, prepare the individuals for discharge and re-integration into the civil society. I highlighted that the crew is not supposed to fill the role of “paid” successor of the enlisted soldier - neither today nor in the future - but fill in a crucial – in certain cases – defining – role in the successful military activity of the future, both in peacetime and in the military operations of war periods, both domestically and abroad. We can state without exaggeration that they make the basic element and staff of the future infantry. I have given evidence that compliance with the challenges of our days requires a thorough training - more serious than before- and the troops must be well equipped, supplied and motivated. All these factors are based on individuals of healthy identity, ready for development and motivation. I stated that during the period 1996 through 2002 acquisition and recruitment of commissioned troops as employees required extraordinary efforts from the infantry to provide for the necessary headcount including provision of information to the candidates, bidding and running the entire vertical system of the application procedure are included in the system of their tasks. Later these activities changed as in addition to the recruitment activities of the armed forces supplementary task forces perform their own recruitment as well, who provide extensive information to acquire as many young staff as possible for commissioned service, and also for

voluntary service. I established that despite the huge amount of labor invested, extensive information provided to the wide public and the large number of interested staff the actual headcount has never reached 70-80% of the vacancies in regular positions. It is proven that although recruitment is an “art” still, the major problem of human resource management is the ability of retention of human resources rather than recruitment itself. Contracted staff persons expected various attractions from the military career, and later they left the army for various reasons. I stated that the following conditions and factors have a direct impact on the human resource retention ability of the warfare:

- Devaluation of the incentive system and the existing deficiencies, difficulties in performing service abroad, the state of the global training and employment programs, selection of garrison by the individuals, opportunities for learning languages, enrollment in higher education programs, service conditions in the garrison, accommodation and supply.
- Regional distribution of the applicants, level of the preliminary civil and military training and education, expectations of the particular units, the ratio of those coming from unemployed status, family initiatives and examples in decision-making, which has an influence on the life strategy, and obviously on other status not covered by my study ( e.g. the service culture).

*I proved* that the competitive edge of workforce acquisition and retention – which was based on the increased financial reward for the military service to compensate for assuming increased burdens and efforts – showed gradual reduction, the status of the infantry is low within the armed forces and the civil society as well, and instability of the organization has had and might have a negative impact on the stability of employment, and on fluctuation both in the short and the long run. Further background of the problem includes low level of safety and predictability, unfavorable prospects of compensation and motivation, lack of the minimum level of commitment, shift of social transfers /discharge benefits, loyalty money/ unreasonable changes in the required level of education, / limited career opportunities/ and the lack of management responsibility.

*Based on the relevant chapter I considered the empiric hypothesis No. 4. proven.*

**5. In the chapter on „Human resource management problems at the Infantry of the Hungarian Armed Forces”** on the basis of the analyses of chapters 3. and 4. I established that human resource is a basic source for the service, the lack of which makes development

and maintenance of military abilities impossible, therefore it is clearly a resource which must be managed. Human resource management must focus on the market availability of workforce, and retention of the existing crew, by bearing in mind the aspect of cost efficiency. *I stated that one of the key issues of human resource management is based on environmental impacts.* A defining factor in acquisition and retention of the future armed force is the social environment, the environment represented by the Hungarian Army and the military organizations, the support and motivation system provided, and the organization structure of the military organizations. Difference between the social environment and the internal environment of the army motivate the individuals, increases their willingness and sympathy and may result in assuming or rejecting armed military service.

*I proved that the second key aspect of human resource management is of organizational nature.* It is necessary to create an organizational structure which is able to elaborate the strategy and tactical concept for efficiency and implementation of human resource management, and provide for control of the entire process. I established that in the case of the Hungarian Army it is not possible to clearly identify the organization responsible for professional control, which is able and also willing to elaborate the strategic and tactical concepts of human resource management, the implementation plans of the concepts, and the relevant action packages, methods, procedures and techniques and to provide for a standardized and coherent management of the tasks. In lack of these criteria human resource management is not always based on the „actual world”, it is rather progressing along intentions, intuitions, „ad hoc” and short term objectives, efforts, in certain cases with smaller or bigger adjustments of directions. I demonstrated that regulations in force, regulation of human resource management in the phase of preparation and implementation of changes, lack of the organizational and individual vision will encourage the most talented and most skilled individuals to leave the military service rather than stay in the army. Human and personal management organs also undergo changes during the period of transformation, they reduce in size and undergo mergers. Most of the staff persons were anxious about the status of their own organization, their own position within the organization, they experienced assumed or actual instability, and considered the options of leaving (by comparing the advantages against disadvantages, expected changes of the regulatory environment in the future etc.) as a cumulative result of which, the efficiency of operation and the professional standard of HR work showed significant deterioration, and basically focused on administrative tasks. Efficiency of the operation of personnel management organs and the professional standard of personnel management work were significantly influenced by the non-coordinated technical

management system of the Hungarian Army. The above clearly suggest that the planning, organization of human resource management tasks management of implementation and acquisition and maintenance of human resources are not assigned the appropriate ranking, allocation of the functions and responsibilities to the particular organizational elements is more decentralized than it would be reasonable. Analysis of international documents shows that the NATO countries - although they manage functional responsibilities of personal management in diverse ways - still, they control these functions within a unified directing organization of the ministry of defense.

***Based on the relevant chapter I consider the empiric hypothesis No. 5. as proven.***

In my thesis I emphasized that organization and development of the staff of the infantry requires a forward-looking approach within a time span of not less than 10-15 years. Application of the troops and its military organizations within an alliance framework, attainment of the goal of full scale interoperability will incur further assignment in the future, development and restructuring of the troops must be continued in compliance with the new challenges. I proved that quality requirements of staffing are determined by the concepts of operation of the military actions in the “Age of Information”, and by the attainable “desirable” efficiency of operations. Development of the abilities of infantry requires skilled and trained soldiers who look at the service as a career and mission, and who are able to apply military techniques under the fast-changing conditions of our age, and flexibly available for military actions domestically and abroad as well, in compliance with the national objectives and the objectives of the allied partners. The expectations towards the soldiers of the future are based on the actual requirements in course of the preparation and implementation of the operations, which include broad scale of challenges which they have to face, battles and military operations taking place in all dimensions. *Expectations towards the future members of infantry will be defined by the organizations of military operation.*

I have demonstrated that attainment of the expected military qualities inevitably entails restructuring of the education and training system, and increase of the related costs. Application of the principles as a practice will ensure that the leaders will be able to adopt battle techniques and technology, procedures and organizations to ensure compliance with the future requirements for military actions. Implementation of these expectations is a standard requirement for the staff of armed forces irrespective of the warfare category, as it makes the basis of military commitment. The soldier is the most valuable source of our national defense ability. In the future the soldiers must be prepared for carefully selected, important, individual



tasks even during their basic training, to ensure their aptitude for battle even at his first place of assignment. They must be aware of the tasks of variable nature that they are expected to perform, have to understand the arms, equipment that they will use in the future. *Training, education, development of the new system of preparation, controlling implementation of the tasks are the responsibilities of the training organizations.*

I established that mid- and long-term human resource management, organization and development of the commissioned staff on the basis of the allied and national processes will have a defining role in the future. A new approach must be taken in the development and operation of the systems which regulate and support acquisition and development of the new commissioned troops, and motivates positively the personnel. A central issue is to provide for the necessary human resources at management levels, to provide support to the positive development of the sociological features, service and organizational structure of the military organizations. *In the future these tasks can be the responsibilities of professional human resource management organizations, human organizations supporting aspects of socialization within the army.*

I emphasized that recruitment and retention of the necessary human resources – the troops at the first place- for the Hungarian Army and for the particular service – requires in the future the reconsideration and regulation of the management hierarchy which was broken by reorganizations and not clear enough, where unclear scopes of authorities and responsibilities must be regulated in legal terms. Modernization of the management systems must be continued on all levels and each stage of management hierarchy, preparation of the professional organizations and their staff must be continued by focusing on the professional and inter-personal aspects of the management system. *These tasks must be performed by the management, the leaders.*

I have proven that operating objectives of the infantry can be achieved through the provision of necessary and adequate human resources in the required quality through definition of the expectations for future soldiers, and efficient training of high profile staff on the basis of operational requirements. Acquisition and retention of the human resources – in particular the crew - necessary to the Hungarian Army and to the particular service which must be performed in a functionally integrated system of tasks which is able for the coherent management of the entire system, through a close working relation and rational cooperation between the bodies of military operation and training, and the human resource management and military management organizations.

*Based on the relevant chapter I consider the empiric hypothesis No. 6. as proven.*

## **5. SUMMARY CONCLUSIONS**

Based on the results of the research I established that acquisition and retention of the commissioned staff – in particular, the crew of the Hungarian Army and the infantry – are crucial issues of development of the armed forces. Key issues include the ability of identifying environmental impacts and management potentials existence of a unified and coherent organization responsible for the technical management, regulation of the status of voluntary staff according to the specific features, consolidation and stabilization of the operation of military organizations, service relations, development of the training system and organizational structure.

I have proven that the human policy and human strategy of the Hungarian Armed Forces are not in full compliance with the trends and tendencies of the Hungarian society. In the period of modernization of the armed forces, restructuring, and in the initial phase of development of voluntary military forces human resource management objectives were achieved only in part. Nevertheless, the reasons behind the deficiencies of coordination of interest of the military forces and the staff, acquisition and retention of staff are not based exclusively on the human strategy, its time horizon and methodology, the human policy programs and guidelines (planning, management development, services).

The deficiencies of the concepts, doctrines and practice of national armed force development, late identification and management of the changes of the social environment and environmental impacts, and the not always „friendly” regulatory environment had a crucial impact on attainment of the objectives of HR strategy.

Based on the above, without connecting the ability-based development of national armed forces to the external and internal environmental impacts, without a coherent alignment and harmonization of the four areas and their main elements (in the global system of defense) in human policy programs and guidelines , the human resource management, targeted and cost efficient operation of the Hungarian Army and the infantry will always be exposed to risks.

## **6. NEW SCIENTIFIC RESULTS**

1. Based on my analyses, I consider as proven that managing the contradiction between the process and efficiency of creating balance between the civil and military sphere,

civilization development of the society, and usage of military troops are profound issues of the Hungarian Army's social integration the success of which defines the success of recruitment and development of human resources.

2. I have proven that key indicators of the social integration of the professional armed forces include perception and support of the civil population regarding the international commitments and assignments of the armed forces, general labor market situation and position of the military organization, workforce absorption and retention ability of the armed forces, general level of military and organizational culture, as these are the areas which are defining for human resource provision and development at the armed forces.
3. I have proven that professional awareness of human resource management is not supported to the necessary extent by the current operation of human and personal organizations (lack of common professional management, decentralization of the organizational elements), efficiency of their operation is low. Significant changes can be expected only from the rationalization of operation of the personnel management bodies, sorting out the unnecessary bureaucratic elements, creation of a more transparent performance evaluation system, and its connection to the system of incentives.

## **7. RECOMMENDATIONS**

1. Research on the problem of human resource management of the Hungarian Army – in particular, the troops – must be continued. Efficient balancing and coordination of the constantly changing relation between the civil and military scenarios must be continued with increased efficiency, priorities and endeavors must be identified for the society and for the organs of defense which are measurable and underlined by researches. In view of the objective of balancing the two scenarios, their institutional strategies and tasks must be defined within the framework of the modern democratic society being currently formalized to ensure long term social integration of the Hungarian Army.
2. Based on the National Military Strategy- – by taking into consideration the scope of problems identified in the thesis - elaboration of a new human strategy is necessary which includes analysis of the operating and development processes the social processes and operation of the allied forces as well. Requirements must be defined for

the high profile soldier and leader of the future in view of the requirements of the information technology and the future military operations of the Hungarian Armed Force.

3. Military training and management training, coaching, performed by the troops and in the institutions must be reviewed, based on the analyses the entire system must be reconsidered consequently, and reorganized in a reasonable manner.
4. Functional responsibilities and tasks of provision of human resources and human resource management must be examined, implementation of these functions must be considered within a unified management organization at the Ministry of Defense .
5. Based on the social realities the unified system of institutions, procedures and tools must be elaborated, created, have it accepted adopted and implemented in the recruitment and retention of individuals as employees, for long-term maintenance and development of the voluntary armed forces.
6. It is necessary to assess and analyze if the troops are placed in the focus of human resource recruitment and management, functional responsibilities, and tasks performed in a unified institutional scheme of “top-down” activities and also in the focus of the particular and cumulative activities of “bottom-up” structure ( forward looking approach)?
7. It is necessary to re-define the status of the commissioned staff vis-a-vis the society, and also within the Hungarian Army, and define for them the prestige-type benefits and systems of motivation.
8. It is necessary to research and analyze adaptation problems associated with the actual and latent headcount deficiencies, due to inability to fill the positions and due to the mission activities, and identify short term opportunities to solve the conflicts.
9. An increased emphasis must be assigned to the reinforcement of organizational control, to improvement of internal relations and internal cohesion of the military organizations, in particular the development of organizational structure of the military organizations.
10. The particular communications channels, procedures, methods and tools applied in the external and internal communication must give realistic and reliable picture of recruitment and retention of the crew which picture is underlined by research, rather than give a latent picture based on assumptions.
11. Social publicity work of the Hungarian army must be improved in terms of form and content as well, including concreteness and reliability, all the affected parties must

understand and accept and adopt that social publicity is a tool rather than the goal of the recruitment and retention of military staff as workforce.

12. In compliance with the process of workforce acquisition and retention the research programs supporting the research directions which were identified in the study should be reasonably supported in the future.

## **8. DEFINITION OF FURTHER RESEARCH DIRECTIONS**

The following possible research areas were identified and research issues were raised on the basis of the responses given to the questions of the study:

1. What values and interests - others than those putting organizational and social integration in the focus – hamper renewal of the human resource management institutional system and the real processes?
2. What is the typical management approach and behavioral pattern of the management of the Hungarian Army, and within that what is the importance of human resource management of the organization from the aspect of organizational abilities?
3. Is the higher education and training program for officers in compliance with the significance of human resource recruitment, the modern principles of management training?
4. How is the image, labour market position and potential of military organizations of the Hungarian Armed Forces influenced by high fluctuation of the staff the loose-loose syndrome and the opinion of those leaving the army?
5. What are the values based on which competitive advantages can be reached in the labor market, what system of recruitment can support successfully the recruitment in the labor market, what interests and values can be exploited in the development of human resource retention ability of the military organizations?

Answers to these questions are beyond the scope of this thesis, while they are closely related to statements of the research and the problems defined.

## **9. PUBLICATIONS OF THE CANDIDATE ON THE THEME**

- 1) MALOMSOKI József – DOBAI Pál – GÖRÖG István: Who carries the gun? – Study volume, Ministry of Defense, Human Politics Division, 2006

- 2) GÖRÖG István: Comparative analysis of the quality indicators of the troops affected in the first and second phase of restructuring the armed forces. – Szárazföldi Csapatok 2004. Vol. II. p. 20-36.
- 3) GÖRÖG István: Comparative analysis of the sociological indicators of the beginners commissioned by the armed forces in 2002-2004 and 2006. – Kard és toll 2006.
- 4) GÖRÖG István: New ways of traditions – Seregszemle 2009. Vol. VII. issue 1. p. 53-60.
- 5) GÖRÖG István: Experiences of the provision of commissioned staff for the infantry , personal, organizational and financial conditions of their retention in the profession – (closing study in the leadership course of ZMNE Budapest 2002.)

## 10. PROFESSIONAL AND SCIENTIFIC CV OF THE CANDIDATE

Senior military leader decorated with Hadik András Prize, teacher, expert of economics communications.

Member of the Board of the National Alliance of Armed Forces and Civil Society ( for 8 years) secretary of the HTBK Székesfehérvár Organization (15<sup>th</sup> year), Secretary of the Pákozd Memorial Committee.

**Schools:** Kossuth Lajos Military High School, Political College, Eötvös Loránd University, Senior Managers' Course at Zrínyi Miklós University of Defense and Doctors' School of Military Sciences.

**Education:** Politician, College of Politics, Teacher of pedagogy ELTE, senior military leader, ZMNE, PHD candidate, Doctors' School of Military Sciences, ZMNE

**Language skills:** English intermediate grade „C”, Russian basic, grade „C”.

### **Lectures, professional conferences, research:**

September 1992, Szombathely: Lecture in the conference on Organizational issues of setting up the system of human institutions for the infantry of the Hungarian Army.

April – December 1993: conducted sociological research at the units of three troops. The Scientific Council of SZCSP accepted the study on the Changes of the motivation structure of enlisted soldiers .

October 1993. Harkány: Lecture in the conference on “Human focused Army” organized with the participation of the training experts of the Infantry troops of the Hungarian Army, and the teachers of the Pécs university's adult training centre”

April 1994. Szombathely: Human Conference: Opportunities for the application of contemporary support methods in the army.

March 1995: Székesfehérvár: Lecture for the managers of the Regional Employment Training Centres on the opportunities of the armed forces in reinforcement of the position of the crew hired as unemployed.

April 1995, Székesfehérvár: Lectures for the teachers of the city on the role of the Hungarian Army in the peace keeping missions

May 18, 1995, Székesfehérvár: Lecture for the intellectual and economic leaders of the city on initiating the movement of enhanced cooperation between the military forces and the society.

May 21, 1996: Lecture on the peacekeeping missions of NATO, braveness of the Hungarian soldiers.

From January through May 1997 I conducted continuous survey of the mental condition of the peacekeeping forces and the methods of stress reduction. The study made on the basis of the survey was accepted by the Scientific council of the 4. mechanized corps

In Spring of 1997 I initiated and contributed to the editing work of the volume on “Hungarian soldiers in IFOR and SFOR”.

September 1997, Cegléd: Conference on the status, problems of the staff persons participating in the peacekeeping activity of the Hungarian Armed forces, possible forms of family support available to them.

Autumn 1997: Road show on the occasion of introduction of the book on „Hungarian soldiers in IFOR and SFOR.” to demonstrate braveness of the Hungarian soldiers.

March 1998: lecture for the teachers of the BKNYK language course: on the efficiency of the language courses for the troops of the Infantry of the Hungarian Armed Forces, and issues of maintenance of the language skills

November 1999, Buják: Conference for the human resource management experts of the Infantry Troops with the involvement of the managers of the cooperating scientific institutions. Lecture on the experiences of recruitment of the commissioned troops.

December 1999 Tata: Lecture on the processes experienced and changes necessary in course of preparation of the commissioned troops in preparation of the commanders of the units.

Between October 1999 – April 2000 I conducted a joint survey with MÉSZÁROS Géza lieutenant -colonel on the foundation of the methodology for the regular sociological survey of the commissioned troops. The study on processing the results of the survey was accepted by the Scientific Council of the Infantry Troops.

February 2000: Lecture on the pedagogical conference discussing the opportunities for development of the war monument of 1848 and the Museum in Pákozd. Based on the experiences of the conference I initiated development of the memorial place, ordered the plan of the show-room and lecture hall complex, which was financed on account of funds in Autumn 2000- May 2002.

March 2001: Conference for the staff person of the human service institutions, lecture on the family support system in the Canadian armed forces.

2001. continuous sociological survey among the enlisted soldiers. The results of the survey were published in the closing thesis of the first semester of the Senior Management Training.

2002: continued the sociological research among the commissioned staff KOSARAS László - GÖRÖG István - MÉSZÁROS Géza: Experiences and tasks in provision of the commissioned staff Published in the issue of Infantry, Hungarian Armed Forces MH SZFP Volume 1. issue 2. p. 28-39.

May 28-29, 2002: Conference organized by the Historical Teachers' Section of the Hungarian Historical Society. Lecture on the role and opportunities in the teaching of history, associated with the Pákozd historical military site. Dr. SZABOLCS Ottó chairman published a study on the conference in 2002 in the series of library for History Teachers' Training.

As from 2003 I conducted regular research in connection with my thesis among the commissioned staff. I published the results on regular basis: Experiences and tasks of provision of commissioned troops. MH SZFP. Scientific Council 2003.

GÖRÖG István – TÓTH László: Documents of registration of the commissioned staff at the military units. MH SZFP. Scientific Council 2004., Comparative analysis of the quality indicators of the officers and sergeants. ZMNE Doctors School of Military Sciences 2004. Sociological features of the commissioned staff and experiences of recruitment at the infantry. In. „Who carries the gun?” Collection of studies at the Ministry of Defense. 2005.

As from Autumn 2004 I extended my studies to the system of relations of the armed forces and the society.

I analyzed on regular basis the status of the recruitment system, and communications opportunities of development.

In 2005 I initiated a new method of large scale youth education program by launching the so called “Sortie clubs”.

In May 2006 I organized and chaired a conference in Székesfehérvár on “The tasks of military education at the local governments and at the civil organizations”

In 2006-2007 I conducted regular survey on development of the relation between the armed forces- in particular, the infantry – and the society. I summarized the results in the study on the “Social publicity work of the All-Service Command of the Hungarian Armed Forces MH ÖHP Scientific Council, 2008. ZMNE Manuscripts KV 551 (1)

Székesfehérvár, July 1, 2009