

Zrínyi Miklós National Defence University
Kossuth Lajos Faculty of Military Sciences
PhD School of Military Sciences

Doctoral (PhD) Dissertation on

Socio-psychological approach of the attitude change of the commanders in the Hungarian Defence Forces, with special regard to the organizational and commanders' mental hygiene

by

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The precipitated development in the 20th century demands the organizations – just like the Hungarian Defence Forces – to get continuously adapted to the changes of their environment.

The Hungarian Defence Forces, the military leadership, this way the operation of the organization, and the commander's attitude was expected to provide such answers, which they were not able to provide due to various reasons.

The environment was steadily changing, just like the scales of values and norms. The old ones ceased to function, however 'perseverated', while the new ones had not become 'organic' yet.

This primarily appears in uncertainty related to the 'traditional' value perception, which often receives markings or evaluations, sometimes in the form of questions, which calls this uncertain behaviour as the crisis of values, more over as the crisis of moral, instead of exchange of values.

Today the successfulness of the commanders requires such knowledge, which previously were regarded as 'tricky', unnecessary and out of accordance with culture. Like the knowledge of social and human sciences and their applications (sociology, psychology and their branches) in military command.

The present culmination of the crisis of values and norms in the past twenty years will support the seasonality of my dissertation.

Therefore paradigm shift is unavoidable for good and all, such system, organizational and commandership behaviour is required, which is based on the result of my present dissertation and will consider them.

Aim of research

The aim of my research is to facilitate such military commanders' approach, to introduce such commandership psychological elements, which will promote the paradigm shift, the operation of the efficient organizational and military command on the basis of the social changes occurred, and analysing the psychological processes. My further aim is to facilitate the efficient operation and development of the social support systems, the family support and correction systems.

My hypothesis

- Commanders' style – behaviour – prior to system change neither can provide harmonic operation of the organization, nor commanders' success, nor to the feelings of comfort of the subordinates.
- Psychological-mental hygienic commanders' characteristics are required in the new commander's approach, different from the previously expected, which can provide harmonic organizational operations in peace time and can provide commander's conformity deriving from allied obligations.
- Getting acquainted with the socio-psychological processes is inevitable for the efficient operation of the Hungarian Defence Forces, which can influence, can affect the motivation system of the personnel and the attitude of the organization, as well as the feelings of comfort.

Methods of research

During my research activities I expediently studied the literature available about this topic, which will be detailed in my dissertation when, and as required.

Furthermore I also examined the studies, analyses prepared for the HDF, HDF GS, JFC, as well as the professional presentation prepared on the ground of these.

With the aid of the secondary analysis of the researches specified in the List of Literature I discovered further correlations to support my thesis, my aims.

During the elaboration of the present dissertation I utilized my experiences gained during my career as a commissioned officer, a human specialist, as the President of Honvédszakszervezet (Soldiers' Trade Union), as a military sociologist, as well as the results of my research analysing activities carried out in the work group of Col. (Retd.) Em. Prof. Károly Ozsváth, MD, the late Col. József Pörcezi, MD, the late University Professor György Kóczán, MD, Mr. Csaba Salamon, Lt. Col. (Retd.) László Fodor, MD, at Honvédkórház of Pécs (Military Hospital, Pécs) and in the scientific community of the University of Pécs between 1994 and 2006, which are feasible in the military mental hygienic theories, and introduced as models for the commanders of the land forces and the air force units.

My dissertation contains the following chapters:

In the first chapter I will deal with the tendencies of labour (employees) after the years of system change, I will analyse the economic processes in the mirror of Hungary's accession to the European Union, the various tendencies of labour market, the employment characteristics, the poverty problems, the reasons of the disadvantageous situation of youth, demographic data and family situations of the most frequented target group for military service.

All these are important, because the efficient, successful and mental hygienic commanders' approach cannot spare the knowledge assessed, the information gained and discussed in the present chapter.

In the second chapter I will deal with the messages of the social changes important to the commanders, I will also deal with the defence projections of human resources, with the new commanders' approach, with change management, the commanders'-leaders' competences, as well as the characteristics of the competency based commandership.

In the third chapter I will deal with the short historic approach of mental hygiene, the corner points of mental hygienic attitude, the military mental hygiene, with short historic overview, with potential new directions, with the mental hygienic and drug prevention support system of the military forces within interconnections of commanders' mental hygiene and competence. Furthermore I will deal with operating totalitarian organizations, the structural characteristics of the armed forces – as a totalitarian organization, with its effects on commanders' behaviour, with behaviour within totalitarian organizations, with the power system of totalitarian organizations, with commanders and organizational development competences.

In the fourth chapter I will deal with the organizational and commanders conflicts, with some functions of the conflicts and conflict resolutions.

In the fifth chapter I will deal with the mental hygienic overview of the contract personnel (between 1999 and 2001 and 2008), I will evaluate the surveys. Furthermore I will deal the retention capability of the Hungarian Defence Forces in the mirror of the results of research.

In the sixth chapter I will deal with other organization-like resources supporting commanders' behaviour, with peer-counselling in mental hygiene, peer-counselling in commanders' behaviour, I will also deal with mentoring.

In the seventh chapter I will deal with the tasks of quality assurance, development of human resources in the Hungarian Defence Forces.

New Scientific Results

The dissertation written on the basis of the results of my research activities, and their aggregated conclusions, I can judge the following new scientific results as confirmed:

- I have confirmed with my secondary research analyses that paradigmatic change is needed in commanders' approach and behaviour. In the new commanders' approach, such psychological-mental hygienic commanders' attitudes are required, which can provide harmonic organizational operations in peace time and can contribute to commander's conformity deriving from allied obligations.
- I demonstrated and analysed those socio-psychological processes in a study written for the leadership, which can influence and affect the motivation system of the personnel, the attitude supporting organizational conformity, and their feelings of comfort.
- On the basis of the results of my research I have confirmed the necessity of learning the processes, during confirming my second hypothesis the fact that commanders' behaviour preceding the system change neither can provide harmonic organizational operation, nor commanders' successfulness, nor the feeling of comfort on the side of the subordinates were deductively confirmed.
- Approaches and attitudes are the new scientific results.

Independent Scientific Result

I ascribe that method of approach and conclusions made in the deductions as an independent scientific result, which puts the commanders' requirements raised toward the military leaders in the 21st century into original, 'unusual' light by unconventional ways.

Dedication

Such an organization shall be developed to support the human resources, which will not approach organization development from the side of health, but from the side of abilities and talent. It shall consider other organizational resources indicated and analysed in my present dissertation, like peer-consulting, system of mentoring, trainings of model value with mental hygienic approach, sensitizing, or the drafted model of the military mental hygiene Social support system shall be developed and established, just like family support and the theatre of effective correction.

In order to have my conclusions adjusted to the all time requirements dynamic monitoring shall be needed, which can follow the organization requirements and status changes, and can make all these available for the decision making processes.

I do not take my research as completed, but it's an analysing process arching through a period, the continuation of which is required for the new scientific results to serve commanders' practices, organization developments, further broadening of the mental hygienic approach.

I would like to thank all of those people who were available during my research work, who supported me, made their scientific and professional works available for me.

I dedicate this dissertation to the late Colonel József Pörcki, MD.

List of Publications

Mészáros Géza: Totális szervezetek konfliktusai 1999.Százaföldi Szemle (Conflicts of totalitarian organizations) (in Land Forces Review, 1999)

Mészáros Géza – Kosaras László: A szerződéses állomány szociológiai és mentálhigiénés átvilágítása 1999 – 2001. Százaföldi Szemle (Sociological and mental hygienic overview of contract personnel) (in Land Forces Review)

Mészáros Géza: A kortárssegítés és a sikeres vezetői magatartás összefüggései. 2000. Százaföldi Szemle (Correlations of peer-counselling and the successful commanders' behaviour) (in Land Forces Review, 2000)

Mészáros Géza: A hadsereg (MH) modernizációjának hatása a hatékony vezetői magatartás kialakulására(különös tekintettel a szervezeti működési zavarokat okozó deviáns magatartási formákra....) (Effect of the modernization of the armed forces (HDF) on the efficient commanders' behaviour, with special view to deviant behavioural forms causing organizational functional disorders....)

Mészáros Géza: A százaföldi haderő mentálhigiénés és drog prevenciót támogató rendszere. 2004. Százaföldi haderő folyóirat (Mental hygienic and drug prevention support system of the land forces) (in Land Forces Journal, 2004)

Conferences

European Armed Forces, European Interest Protection, Warsaw, 19-21 June, 2006

Presented by G. Mészáros

5th Scientific Conference of the Hungarian Military and Disaster Medical Society, Budapest, 17 October, 2002

Education with mental hygienic approach helping the efficient crisis and disaster situation management in the practice of the Military Hospital (Honvédkórház) of Pécs between 1994 and 2000.

Presented by L. Fodor, Gy. Kóczán, J. Pörzsi, Cs. Salamon, G. Mészáros

Sociological and mental hygienic overview of the contract personnel in the period of 1999 and 2001.

Presented by G. Mészáros, Gy. Kóczán, Cs. Salamon, J. Pörzsi

Experience and feasible directions of preventive military – psychiatric, psychological and mental hygienic intention at Pécs.

Presented by L. Fodor, Gy. Kóczán, J. Pörzsi, Cs. Salamon, G. Mészáros

Drug prevention intentions with mental hygienic approach at the units of the Hungarian Defence Forces.

Presented by Cs. Salamon, G. Mészáros, L. Fodor,

Colonel Géza Mészáros

I was born at Himod, Hungary, on 30 December, 1955. I grew up as the oldest son of a military family with six children. I completed my elementary and secondary studies at Marcali and Kaposvár with excellent and good marks. I successfully graduated at Pannon University College of Agriculture, Faculty of Engineering between 1974 and 1978.

Following my sixteen month conscript service commissioned military service became my career in 1982. I completed the senior political worker course at Air Defence Training Centre in Debrecen in 1982, and got commissioned as a lieutenant. My first officer assignment was commander of a sound detecting platoon at 8284 Artillery Regiment of the Hungarian People's Army at Marcali. I fulfilled various political worker posts between 1983 and 1989.

Between 1989 and April, 1994 I filled various posts as senior officer of operations, head of mobilization and augmentation subdepartment at Tóth Ágoston Artillery Brigade in Marcali.

On 1st April, 1994 I was assigned to the commander's office of the 2nd Military District as a sociologist, deputy head of the office, by open competition.

Following the creation of human services I participated in establishing the service, in developing the theoretic and formal operational framework within the troops of the land forces.

From December 1995 I served at Székesfehérvár, at Land Force Headquarters of the Hungarian Defence Forces as sociologist, than as the deputy of the chief of personnel.

In 1997-98 I gained multifold experience on the filed of organizing and carrying out human job in mission at the Hungarian Engineering Contingent of SFOR.

I have medium level „C” and basic „C” types of German and English language exams. During the period between 1995 and 2003 I was responsible for the service part of the visitor's observer office on several international military exercises held in Hungary.

I was conferred to several honours, appreciations, awards and decorations during my military career. I was promoted four times out of turn.

I live at Tordas with my wife. We raised three children. We are happy grand parents of a grandson since November 2005.

Between 1988 and 1990 – till its termination – I carried out university level studies at College of Politics.

I graduated at Eötvös Lóránd University, Institute of Sociology and Social Policy in 1994.

I have been dealing with scientific research for eighteen years. My graduation dissertation was about 'military' suicide, which at that time was unusual, just like my approach was against the public belief – this stirred up a great storm in the civilian professional circles.

Since the above mentioned date I am a member of the professional group bearing the stamp of Colonel (Retd.) Prof. Károly Ozsváth, MD and Colonel (Retd.) József Pörzci, MD, in which we developed the theoretic and practical military mental hygienic model on the basis of the previous deviancy researches, the analysis of organizational operation disorders and foreign (US) and scientific literature.

Trainings and programs providing correction models (sample) to support organizational operations, drug prevention and commanders' behaviour, and to assist the conformity of individuals within the Hungarian Defence Forces and in both services were held on the basis of this model for ten years.

Just like 'Trainings to support drug prevention, crisis communication, to alter commanders' behaviour with mental hygienic approach', which also involved the heads of the military organizations, human and interest protection experts, commanders of companies and platoons, commanding warrant officers and the contract soldiers within the framework of peer-trainings, 'Drug-free barracks and military families' drug prevention garrison days (which involved more than ten thousand people).

I published fifteen single authors, six multi-author publications with varying length in this topic.

I participated on the '5th Scientific Conference of the Hungarian Military and Disaster Medical Society', on the conference 'Role of the helper relations in the organizations of armed bodies' at the Adult Education Institute of the University of Pécs, as a visiting lecturer.

In 2003 I developed the 'mental hygiene doctrine of the land forces'.

I have carried out my research activities running for several years at Zrínyi Miklós National Defence University within the framework of doctoral (PhD) education as a graduating doctoral candidate, I also deepened the basis of the scientific research, just like I acquire the required level of knowledge for PhD in order to contribute to the development of the Hungarian Defence Forces including the harmonic operation of the military organizations, the formulation of commanders' behaviour, the conformity of individuals and human resources.

From April 2005 till March 2010 I was the President of Honvédszakszervezet (Soldiers' Trade Union) counting thirteen thousand members.