

**UNIVERSITY OF PUBLIC SERVICE
Doctoral School of Public Administration**

THESIS BOOKLET

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**An empirical analyses of finance guard service in the light of
recruitment and profession research**

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Budapest, 2022

1. Significance of the research and the scientific problem

Public sector organizations across Hungary and other OECD countries face significant recruitment challenges. This is mainly due to the retirement of the baby boom generation, which has led to an increase in the number of vacancies in the public sector. The decrease in the age groups forming the younger workforce seen throughout the last two decades also contribute to this issue. At the same time the age composition and the demographic structure of the population are all changing unfavourably, the proportion of the elderly relative to young is increasing. In addition, interest in public sector jobs is also decreasing. It is becoming increasingly difficult for public sector organizations to attract young people and even when they do succeed, it is only for short-term roles as every year more and more young workers change jobs and leave the public service. Current studies examine the public service are often concerned with recruitment and how to orient new workers towards a career in the civil service.

The increasing presence of Generation Z in the labour market bring further difficulty for public administrations and law enforcement agencies. Due to their radically different background in education and career preferences compared to previous generations and their specific values about work, it is much more difficult to attract and retain Generation Z members in public administration, law enforcement agencies and law enforcement higher education institutions.

As a prospective employer of the officer candidates/cadets partaking in the "basic training for customs and excise officers" program at the Faculty of Law Enforcement at the University of Public Service, the National Tax and Customs Administration (NTCA) is heavily affected by these changes. The NTCA is an aging organization that is constantly struggling with a labour shortage due to turnover, withdrawal of vacant statuses, and staff freezes. Retaining staff is increasingly difficult, like most public administration and law enforcement agencies, the tax and customs administration are not very popular for young people starting their careers. The finance guard profession is also struggling with recruitment problems, to which the only current solution is, the recruitment of officer candidates from Generation Z. They represent the generation on which the organization can pass the profession and its values onto, and can guarantee its survival.

2. Objectives of the research

- My goal is to map out the characteristics of the finance guard service along parameters established by profession research, in order to identify it as a profession, thereby providing a kind of model for other law enforcement occupations (C1).
- By examining the finance guard service, I aimed to explore the currently relevant professional values and expectations and identify the labour's demands and expectations (C2).
- I map out the career choice motivation, value system and needs related to work of Generation Z officer candidates partaking in the career socialization process, and identify the potential workforce provided by them (C3).
- Furthermore, I aim to identify the factors that are most supportive the profession's attractiveness and retaining power. What factors work against the needs and expectations of officer candidates, and the attributes characterising those with high levels of motivation to choose a finance guard profession (C4).

If these objectives are successful, identifying the necessary points of intervention will be possible, that can help in the long, or even mid-term to address some of the issues related to the recruitment of new finance guard staff, especially the orientation of young people.

3. Hypotheses of the research

- I assume that the criteria that determine profession quality are also typical of the finance guard service, the finance guard service has the parameters by which it can be classified as a profession (H1).
- The job expectations, career or job choice preferences of Generation Z in general are likely to be different from the opportunities and expectations that the finance guard profession offers. (H2a). I assume, however, that there are also young people in Generation Z who consciously choose the finance guard profession, and that the factors of the profession are present in their career motivations and work values. I hypothesise that the individual-profession fit is achieved for finance guard officer candidates. (H2b).
- The career socialization surveys carried out in connection with professional research show that the socio-demographic background of young people and knowledge of the career influence the choice of profession. I assume that a kind of pattern emerges as to who chooses the profession of finance guard officer (H3).
- Profession research attaches great importance to career socialization processes. As a result, I can assume that career socialisation plays a major role in the formation and development of one's professional personality (H4).

4. Methods and tools of research

In the framework of *secondary research*, I analysed literature sources primarily in order to explore parameters of profession and the results of generational research. I used the experience gained in analysing documents created in the field of public administration and law enforcement science, to determine the professional quality of the finance guard service.

Based on the results of the secondary research, I built my *primary research* using a combination of qualitative and quantitative data collection and analysis methods. In my research, I also used qualitative data collection and analysis as a "precursor" to quantitative research, because it not only gained deeper information about the subject of the research, but also laid the groundwork for the subsequent quantitative data collection and allowed the development of a useful measurement tool (questionnaire).

In the first phase of my research, I continued the data collection by conducting qualitative interviews, as I wanted to explore the characteristics of the profession through the experiences of individuals whose work and life are determined by the finance guard profession. At the same time, I also examined the opinions related to recruitment. I determined the sample by taking into account special factors and used so-called conscious (targeted) sampling. I tried to choose participants who can be considered experts in relation to the topic of the research, who have the most knowledge about the specifics of the finance guard profession, but who are also familiar with the problem of recruitment. I conducted 24 executive interviews. The inclusion in the sample was also influenced by the level and geographical location of the employing body, the job classification of the manager, the manager's legal relationship and field of expertise.

In the second phase of my research, I collected quantitative data using a questionnaire. I used an online self-completion questionnaire. Since there is no standard questionnaire for such an examination, I developed my own measuring tool. The questionnaire is based on international and domestic literature sources and surveys that explore career socialization, the use of questions already used in them, and the results of the interviews, but also contains the questions of a standardized test for measuring work values. With the questionnaire, in addition to the socio-demographic characteristics of the respondents, I examined their career choice, their work-related values, the prestige and status of the finance guard profession. I conducted a comparative questionnaire survey with 192 university students. Due to the size of the basic population (153 people) and its spatial concentration and easy availability, the inclusion of finance guard officer candidate in the research did not require a sampling procedure, I used a

full survey. In the end, 130 officer candidates filled out the questionnaire, which means a response rate of nearly 85%. Selection of the control group by non-probability sampling, using the snowball method it was done. 62 responses were received, which does not ensure representativeness, but certain tendencies can be inferred from the results.

I summarize the relationships between the research problem, the objectives and hypotheses, and the research methods in the table below.

Table 1: Correlations of the research problem with objectives, hypotheses and methods

Scientific problem: recruitment concerns of the finance guard profession vs. Generation Z young people entering their careers (officer candidates)

OBJECTIVES	HYPOTHESES	METHODS
C1: determination of the professional quality of the finance guard service	H1: the finance guard service has the parameters by which it can be classified as a profession	literature analysis
C2: examination the profession parameters of the finance guard service, the identification of the expectations of the labour demand	H1: the finance guard service has the parameters by which it can be classified as a profession H2a: there is a mismatch between the career preferences of Generation Z and the expectations derived from the characteristics of the finance guard profession	literature analysis; qualitative data collection and data analysis
C3: examination of career motivations, work values and professional expectations of finance guard officer candidates, identification the characteristics of the potential workforce	H2b: the officer candidates choose consciously the finance guard profession, and that the factors of the profession are present in their career motivations and work values H4: career socialisation strengthens professional orientation	literature analysis; quantitative data collection and data analysis
C4: identification the factors that are supportive of the attractiveness of the profession, the factors that work against the needs and expectations of officer candidates, and the characteristics of young people with high levels of motivation to choose a finance guard profession	H2a: there is a mismatch between the career preferences of Generation Z and the expectations derived from the characteristics of the finance guard profession H2b: the officer candidates choose consciously the finance guard profession, and that the factors of the profession are present in their career motivations and work values H3: the socio-demographic background of young people and their knowledge of the career paths reveal the "pattern" of those who choose the finance guard profession "	literature analysis; qualitative and quantitative data collection and data analysis

Source: own editing

5. Structure of the dissertation

During the *introduction*, in addition to discussing the importance of the study, I define the scientific problem, then outline the purpose of the research and formulate my hypotheses. Furthermore, I will describe the research methods used during my secondary and primary research, and I also address the limitations of the research.

After that, I will give an overview of the results of profession research in the framework of a literature source analysis. First, I present the profession as a privileged occupation through the development of the concept, research trends and models. According to this understanding, professions are occupational groups that play an important social role and have high authority, the members of which are organized into a professional organization. Their practitioners acquire the scientific knowledge and theoretical expertise necessary to perform their tasks in the framework of long-term, typically university training. In the socialization process that prepares them to enter the profession, the participants learn the culture, common values and ethical principles of a professional environment. During training, the development of practical skills is gaining more and more space. The behavioural expectations imposed on members of the profession also extend to all roles in private life. The activities of those practicing the professions are basically aimed at serving the public good and the members of the community. These professions are also recognized and supported by the state, and in many cases their operation is defined by legislation. Part of their professional autonomy is that they can influence policy decisions and the profession's recruitment strategy. The shared values, cultural norms and socialization based on the same principles create very strong cohesion between the group members and help identify with the profession.

According to the concept interpreted as dedicated work, occupation and profession are separated by interest, emotional choice and loyalty, internal forces that motivate work, and individual goals. Therefore, whether we are talking about a profession is not determined by the features of the occupation or the characteristics of the chosen career, but rather by the attitude of the individual. This means that although not every occupation is a profession, anyone can become one if the individual's desires and aspirations can be fulfilled in it, if it embodies the work that the individual can do with heart and soul. In the profession, work is inseparable from the individual's way of life, it is the field of self-realization and professional fulfilment.

As a result of the analysis, I set up the criteria catalogue of profession parameters.

Table 2: Criteria catalogue of profession

Characteristics independent of the person performing the profession	Characteristics depending of the person performing the profession
expertise (theory, practice, skills)	work orientation (views work as a profession)
professional organizations	interest, attraction
professional ethics	long-term commitment, lifelong choice
social purpose (service, altruism)	way of life
determined by state (legal) frameworks	fulfillment, self-realization
autonomy	identification with profession (acceptance of professional culture)
social esteem, prestige	
responsibility towards the community	
authority	
symbols used to identify the profession, elements of the professional culture	

Source: own editing

During the dissertation, I will *analyse the characteristics of the finance guard service*, comparing them with the parameters of the criteria catalogue. In this chapter, I also use the experiences of my qualitative research related to profession characteristics. At the end of the chapter, I will outline the profession profile of the finance guard service.

As a profession, the finance guard service's main social goal is to protect the economic and financial security of the state, and to serve society by performing health, environmental, nature, industrial law and consumer protection tasks. It performs its social functions within the framework of organization, authority and jurisdiction established by law, and the legal status, training and socialization of its practitioners are also determined by legislation. In order to realize its social purpose, it has public power and a monopoly on the use of physical coercion, of course, also defined by legislation. The autonomy of the bodies performing law enforcement tasks is significantly limited due to the hierarchical structure and operation, the order of dependence, and the requirement of unconditional obedience. Autonomy occurs mostly at the

level of the individual and in the area of recruitment. Practitioners can acquire their professional and practical knowledge within university frameworks, in law enforcement training. The service is built on a strong moral and ethical base, the moral expectations can be derived partly from legislation, partly from the code of professional ethics adopted by the professional organization, partly from the core values of the EU customs competence framework system, and partly from the content of the oath. Practitioners of the finance guard service are responsible for the consequences of their conduct. It is possible to be held accountable in the context of disciplinary proceedings, unworthiness proceedings, ethical proceedings or compensation proceedings. Despite meeting strict expectations, the finance guard service is not respected by society because its role is hidden from the community. Symbolic elements such as the uniform, the rank, the oath and the specific use of language serve to identify with the culture of the finance guard profession and to belong to the group. The service encourages an exemplary (impeccable) lifestyle, but the accompanying resignation, sacrifices and additional obligations also have an impact on private life and health, and affect family and friendship relationships. It is characteristic of finance guard officers that they commit themselves to service for life, because they can fulfill themselves in it.

The finance guard service is based on collective values such as fairness and honour, loyalty, camaraderie, reliability, sincerity, dedication, humanity and discipline. In addition, it expects a creative and open attitude from its practitioners. The requirements for the provision of the finance guard service can be determined along the lines of profession parameters and values. These are: impeccable living, sacrifice, quality work, suitability, identification with hierarchy, following rules and professional preparation.

In Chapter 4, I will provide an overview of the *finance guard officer candidates* and their specific legal status, and I will also analyse them from a generational perspective. In the same place, I present the most important legal provisions affecting recruitment. At the end of the chapter, I compare these with the workplace expectations of Generation Z. The generational characteristics of the candidates and the expectations of the NTCA as an employer organization conflict with each other at several points. In order for young people to practice their profession harmoniously, the tax and customs authorities have many tasks to solve and problems to eliminate (in the areas of predictable progress, salary system and work-life balance).

The next part of the thesis is based on an *empirical examination of the recruitment of the finance guard officers*, where I analyse and evaluate the results of my qualitative and quantitative research related to recruitment.

According to the results of the qualitative research, Generation Z is not attracted to the values typical of the finance guard profession. They have difficulty accepting constraints and hierarchy, interpret authority differently, they do not like monotonous work. However, it is important for them that the profession provides them with adequate financial conditions and a predictable career, but that their need for freedom is not violated. They do not plan for the long term, change jobs quickly, the only thing that can prevent them from this is if they identify with the professional culture in a short time and become committed, but there are few among them. According to the managers participating in the interview, the organization must find the values found in the finance guard profession, which can be calling words for some members of Generation Z. However, according to some opinions, there are also people in this generation for whom classical values are still important, they believe in decency, honour and safety, they just have to be found.

According to the quantitative research, finance guard officer candidates consciously choose this profession, their career choice is motivated by a strong sense of vocation and a desire for security. They want interesting, varied work that provides them with a predictable career and a decent living. They are aware of the specifics and expectations of their future profession, but their intrinsic motivation decreases year by year, similar to the attractiveness of the profession, the identification with the profession provides less and less motivation each year.

Based on the results of my qualitative and quantitative research, the factors that are attractive to finance guard officer candidates belonging to the Z generation can be clearly identified, and the aspects that can hinder the choice of the finance guard profession can also be identified. I have also summarized these factors in a table.

Table 3: Factors motivating the career choice of officer candidates (attractiveness) and their limitations in the finance guard profession

Attractiveness	Limits (barriers)
financial benefits that ensure a decent living for career starters	financial benefits do not encourage long-term retention
security, predictability (organizational and legal status changes negatively affected this)	constraints, over-regulation
opportunity for learning and development	hierarchical, command-and-control system
work of interest (activity, excitement, uniform, weapon)	influence of work on private and family life and friendships
the possibility of varied work is given, however, the interest of service may limit this	career cannot be planned and is highly limited
workplace atmosphere, social relations, teamwork	unmodern workplace environment, lack of modern working conditions and tools
the ideal of service, community "usefulness", this is less visible from the "outside".	the possibility of atypical work is limited

Source: own research, 2020 and 2021

At the end of my dissertation, I review my hypotheses again, summarize my scientific results and formulate my suggestions and recommendations in relation to the research problem.

6. Verification of hypotheses and conclusions

I assume that the criteria that determine profession quality are also typical of the finance guard service. The finance guard service has the parameters by which it can be classified as a profession (H1).

From a comparison of the characteristics of the finance guard service and the characteristics independent of the person performing the profession, I found that the finance guard service meets all criteria independent of the individual, with the exception of autonomy and social respectability. The finance guard service cannot be provided in the absence of a professionally oriented individual attitude. In other words, person-dependent notes are also important in the performance of the profession.

Hypothesis H1 was basically confirmed, as the majority (almost 90%) of the profession parameters have a strong determining role in the finance guard service, i.e., the finance guard service is considered a profession.

It meets the criterion of organizational autonomy to a limited extent, and individual autonomy of action must also be supported, by developing the competences of independence and decision-making, with knowledge that ensures more confident professional competence, and also by strengthening ethical and moral values. The social prestige of the profession must also be restored. In order to do this, it is necessary to show that this profession exists and that its activities ensure the protection of the members of the community in many areas (T1).

The job expectations, career or job choice preferences of Generation Z in general are likely to be different from the opportunities and expectations that the finance guard profession offers. (H2a). I assume, however, that there are also young people in Generation Z who consciously choose the finance guard profession, and that the factors of the profession are present in their career motivations and work values. I hypothesise that the individual-profession fit is achieved for finance guard officer candidates (H2b).

In order to prove the first part of my second hypothesis, I analysed the data of literature sources dealing with generation management and the results of empirical generation research, and based on these, I outlined the characteristics of young people belonging to Generation Z, primarily related to career choice and to the workplace. These characteristics were also confirmed by the

results of the qualitative research. I compared the Generation Z marks with the opportunities and expectations of the finance guard profession and the NTCA.

I was only able to partially verify my hypothesis H2a, since the finance guard profession and the NTCA satisfy certain characteristics and job-related preferences of Generation Z.

The financial allowances that ensure a decent living for career starters, the possibilities for varied work, the learning and development opportunities, the performance of tasks in a team, are aspects that can increase the attractiveness of the finance guard profession. Constraints and restrictions, following rules, a strong impact on private life, the need for loyalty and the lack of a career, on the other hand, raise serious barriers between Generation Z and the profession, they do not help orientation or retention (T2a).

In order to support the assumption formulated in the second half of my hypothesis H2, I used the results of the questionnaire survey. According to this, the finance guard officer candidates consciously choose this profession, since the majority of the respondents applied first for one of the finance guard officer's basic training courses. Their career choice is motivated by a sense of vocation, commitment, selfless attitude, and interest in the profession (vocational consciousness). The decision is strongly influenced by the pursuit of financial security, the hope of a secure job, and the need for career building (secure future). They want an interesting, varied job that builds on social relationships, which provides them with a predictable career and a decent living. They are aware of the characteristics and expectations of their future profession.

I consider my hypothesis H2b to be partially justified, since profession parameters, which primarily depend on the person performing the profession, such as internal motivation, long-term commitment and the desire for a secure job, altruism, and interest in the profession appear strongly in the career choices of the officer candidates.

In addition, however, certain Generation Z characteristics are also evident in their case, as they want a job that is varied, can be done in a team, adequately ensures a living and supports a predictable career. It also requires special attention that the factor of vocational consciousness appeared significantly stronger in the students of the customs and finance guard specialization than in the case of tax and financial investigators (T2b).

The career socialization surveys carried out in connection with professional research show that the socio-demographic background of young people and knowledge of the career

influence the choice of profession. I assume that a kind of pattern emerges among those who choose the profession of finance guard officer (H3).

I base the proof of my third hypothesis on my quantitative research results. The distribution of the respondents by gender indicates that the majority of those who choose the bachelor's degree in finance guard are men, and almost exclusively men study in the customs and finance guard specialization. More than half of the officer candidates who filled out the questionnaire grew up in the eastern regions of the country. Students coming from the Western regions of the country, represent only a quarter of the participants, Those from Central Hungary represent even smaller group. The proportion of those raised in the capital is below 7%. Taking into account the distribution of the participants in the research by type of settlement, we can see that the finance guard bachelor's degree programs are less attractive to the residents of the capital and those from the large cities (county seats) of the western part of the country. Officer candidates typically graduated from high school. Approximately a quarter of the respondents studied law enforcement knowledge in some form, yet only 4% of the interviewed were familiar with the activities of the finance guard officers. The officer candidates participating in the research are less likely to follow family traditions. Typically, they did not even try to find out about the courses in their families, but most of them applied based on the content of the university website and admission information, as well as the information gathered at the open days. Early career choices are not typical for finance guard officer candidates. However, the results of my analysis clearly indicate that there is a correlation between the life stage of career choice and the factor of vocational consciousness. Indeed, the earlier one chooses a career, the more they are motivated by a sense of vocation.

I managed to verify my hypothesis H3, since the current recruitment base can be well defined territorially, according to settlement and secondary school types, based on the results of the quantitative survey.

In the case of officer candidates, knowledge of the field has less of an influence on the choice of profession. Accordingly, the presentation of the finance guard officer's career should be given a more prominent role during recruitment. However, it is not enough to do this only in the framework of the open days held every year. My examination also confirmed that the recruitment activity should not necessarily be strengthened only among the high school age group, but that it is worth promoting the profession even among elementary school students. However, it is even more important that the finance guard profession is also represented in the law enforcement training that appears in secondary school education (T3).

Profession research attaches great importance to career socialization processes. Based on this, I assume that career socialization strengthens the professional orientation and also helps the formation and development of the professional personality (H4).

My fourth hypothesis is mainly supported by the results of the quantitative research. Professional preparation and career socialization are essential in order for prospective officers to become even more committed to the profession and to develop their professional personality. However, in the case of finance guard officer candidates, the results of the survey shows otherwise. The closer the student is to obtaining their diploma, the less motivated they are by community service, a strong interest in the profession, commitment (vocational consciousness) and a secure future. It's not just motivation that erodes over the years. They feel less and less that their future profession will provide them with the opportunity to advance, build a career, a good income, orderly working conditions and circumstances, the opportunity to learn, develop, renew, and security. They believe less and less in the respectability of the profession, the power of service and the overall future for their profession.

My hypothesis H4 was not confirmed, as the professional orientation of finance guard officer candidates weakens, and their professional personality does not develop during the preparation.

In order to reveal the exact reasons, the process of career socialization must be the subject of further investigations and research (T4).

7. Scientific results and their practical applicability

Scientific results

1. Based on the results of the profession research literature analysis, I synthesized and systematized the profession characteristics dependent and independent of the person performing the work. By integrating the two groups of profession characteristics, I created the criteria catalogue of profession.
2. Based on the catalogue of criteria, I structured the standards of the finance guard service. I was the first to certify the profession quality of an occupation in the field of law enforcement.
3. In parallel with the exploration of profession quality, I created the profession profile of the finance guard service.
4. In relation to the needs of the potential labour supply, I defined the legal and organizational factors that encourage or limit the extend of which one chooses the finance guard service as their profession.
5. I have found that the period of preparation for the profession does not strengthen the professional orientation of the finance guard officer candidates, and does not sufficiently support the identification with the profession, nor the development of the professional personality.

Utilization of the results in practice

The results of my research can be used primarily for NTCA, either from a strategic, legislative or management point of view. However, knowing that the public administration and the law enforcement agencies struggle with very similar problems as the NTCA, my research results and conclusions can also serve as a model for dealing with the staffing and recruitment problems of other public service organizations.

- The profession research and the determination of profession quality provide an excellent tool for an occupation to reveal its own values and expectations and to strengthen its position on the labour market in light of these.
- Mapping the factors influencing career choice facilitates the identification of people and groups receptive to the career and provides an opportunity to develop recruitment methods that make career guidance more effective.

- Knowing and comparing the expectations of the profession and the needs of young people who are about to start a career enables the organization to identify the factors and values that increase the attractiveness of the profession and to base its recruitment strategy on this.
- My results also help to identify the points requiring intervention that may hinder (restrict) the career choice and commitment of young people.
- Taking into account the characteristics and workplace preferences of Generation Z can support current managers belonging to previous generations to better understand the attitudes and needs of their current and future colleagues of Generation Z. This can make the integration and inclusion of young people easier and smoother.

The results of the process of career socialization and the examination of motivations for career choice can be used to develop the recruitment goals of the university, to map the groups that can be targeted by recruitment, and they can help define the strategic directions of socialization and clarify the role of the process in professional orientation.

8. Recommendations

- In my research, I showed that there are characteristics and background factors along which the group of people who choose this career can be clearly defined because the finance guard profession is attractive to them. Based on the results of my research, I see that the most attractive alternative for people living in the eastern half of the country is the finance guard service. Unfortunately, far fewer people from the central and western parts of the country are interested in the career. My research also confirmed that students in elite high schools are not the primarily target group of public administration and/or law enforcement professions. Therefore it is more worthwhile to target students in small town high schools with a recruitment campaign. However, since my analysis has also highlighted that early career choice is coupled with a stronger sense of vocation and commitment, I recommend to extend the promotion of the profession to elementary school students as well, so that the community of villages becomes accessible as well.
- In connection with popularization, I found that the finance guard profession is almost completely invisible to members of society. In many cases, subjects providing law enforcement-related knowledge are part of secondary school education, but not even they contain the knowledge for the finance guard profession. This shortcoming must be remedied, for which a good foundation can be provided if, in parallel with tax awareness education, the organization emphasizes the presentation of the social role and usefulness of the finance guard profession.
- During recruitment, the right channel for information must also be identified so that the target groups can be reached as effectively as possible. As my research revealed, finance guard officer candidates obtained information mainly through traditional sources, on the university website and at open days. Knowing this, the best solution may be for the organization to run a career page, where it shares stories of real people with content that makes the profession look attractive.
- In connection with recruitment, it is very important that the content of the recruitment materials (e.g. brochures, videos, photos) and the person performing the recruitment are also authentic. A campaign based on "unrealistic" content, possibly overemphasized benefits, or the presentation of unusual tasks does not help to find and retain individuals who are suitable for the profession.
- In order for recruitment to be effective, it is also necessary to formulate an authentic value proposition that reflects the organization's brand. The point is that the brand itself

and the value proposition are authentic to the organization's colleagues. My dissertation provides a basis for this, as I have systematized the values of the finance guard profession, as well as the functions that are an attraction or obstacle from the point of view of the target group of recruitment. However, in order for the finance guard profession to be truly attractive, the needs of those already practicing their profession as finance guard officer must also be assessed, which may be the subject of further research.

- During the examination of the career socialization process, I found that year after year the finance guard officer candidates lose their motivation driven by a sense of vocation, they believe less and less in the attractive opportunities of their future profession, and thus their willingness to identify with it also decreases. During my research, I did not examine the reasons for this, so it would be useful to explore the causes in further research. It would also be necessary to continuously examine the factors affecting the satisfaction and motivation of students with the career socialization process, so that those who choose this as their life career not only start, but finish their training with the same motivation.

9. List of the author's publications related to the research topic

Publications in scientific journals

- Erdős Ákos, Magasvári Adrienn, Molnár Katalin, Pócsi Anikó, Szabó Andrea & Vas Adrienn (2020): NAV Café – A Nemzeti Adó- és Vámhivatal személyi állományának utánpótlása, felkészítésük gyakorlati kérdései. *Magyar Rendészet*, 20. évf., 1. sz, pp. 149-177.
- Magasvári Adrienn & Szabó Andrea (2020): A Nemzeti Adó- és Vámhivatal munkaerő-megtartó képességének vizsgálata egy speciális célcsoport körében. *Magyar Rendészet*, 19. évf., 2-3. sz., pp. 143-162.
- Magasvári Adrienn & Szakács Édua (2021): Pályakezdőkkel kapcsolatos kompetenciaelvárások a közszolgálatban. *Belügyi Szemle*, 69. évf., 8. sz., pp. 1411-1427.
- Magasvári Adrienn, Olexa Péter & Szabó Andrea (2021): „Kik is vagyunk valójában?” Az adó- és vámhatóság lehetőségei az emberi erőforrás-gazdálkodás fejlesztésében. *Belügyi Szemle*, 69. évf., 9. sz., pp. 1549-1567.
- Magasvári Adrienn, Olexa Péter & Szabó Andrea (2021): Research Results Enhancing the Employer Branding Efforts of the Hungarian Tax and Customs Administration. *World Customs Journal*, Vol. 15., No. 2., pp. 83-96.
- Magasvári Adrienn (2015): Vám- és adószedők a magyar pénzügyi igazgatásban az államalapítástól a kiegyezésig. *Rendvédelem Történeti Füzetek*, 25. évf., 43-44-45-46. sz, pp. 39-46.
- Magasvári Adrienn (2016): „Pénzügyőrt keresünk... De milyen legyen?” Az EU vámügyi kompetencia-keretrendszere. *Magyar Rendészet*, 16. évf., 3. sz., pp. 145-153.
- Magasvári Adrienn (2018): What is a good entrant into the labour market? *Tudásmenedzsment*, XIX. évf., 2. sz., pp. 123-130.
- Magasvári Adrienn (2019): Felkészült, elkötelezett, elhivatott... A Nemzeti Adó- és Vámhivatal pályakezdőkkel szembeni kompetenciaelvárásai. *Pro Publico Bono – Magyar Közigazgatás*, 2018/1., pp. 92-109.

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10. Professional-scientific biography of the author

Adrienn Magasvári was born in Budapest in 1978. She obtained her higher education from the Budapest University of Economics and Public Administration as an administrative organizer in 2000, then graduated from the Corvinus University of Budapest Faculty of Public Administration in 2010 as a certified public administration manager. Sticking to the field of public administration training, she chose the Doctoral School of Public Administration in order to obtain her academic degree. She has an intermediate-level complex language exam in German and Russian, and an intermediate-level written language exam in English.

Adrienn Magasvári is an employee of the National Tax and Customs Administration, and currently works as an assistant lecturer at the Faculty of Law Enforcement of the University of Public Service, at the Customs and Finance Guard Department.

For almost 22 years, she has been working in the public sector, in the law enforcement administration, practicing her profession as a finance guard officer. In the National Tax and Customs Administration and in the legal predecessor organization, the Customs and Finance Guard, she had the opportunity to try herself in quite a few professional (excise taxation) and functional areas. However, she gained most of her experience in the field of education and training, training organization, as well as human policy and strategy, and worked in administrative and middle management roles.

At the beginning of her employment at the university, she began to deal more deeply with the issue of NTCA and the recruitment of finance guard officers. Her research on recruitment was greatly facilitated by her participation in the KÖFOP project entitled "Strategic support for personnel recruitment of the competitive public service", as well as in the work of the Basic Competence Research Group established in order to define the uniform basic competencies of the public service. She was also able to join the scientific research aimed at the introduction of the public service mentoring system, the purpose of which was to support the professional development and workplace integration of colleagues starting their careers in the public service, to strengthen the commitment of the colleagues concerned to public service, and to lay the foundation for their long-term career retention.

So far, she has co-authored 2 books and published 18 journal articles. She has 12 book chapters and 12 study volumes articles, as well as 4 conference papers. She has published in Hungarian, English and Russian in both domestic and international journals, and she has also taken part in the creation of some higher education textbooks.

With her scientific and educational activities, she mainly wanted to support and encourage the commitment of young people to the law enforcement profession and to keep them in career in the future. The research results also help the more effective operation and development of the human resource management of public administration and law enforcement.