

UNIVERSITY OF PUBLIC SERVICE
DOCTORAL SCHOOL OF LAW ENFORCEMENT

AUTHOR'S SUMMARY OF THE DOCTORAL (PHD) DISSERTATION

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**Main characteristics of the organizational culture of the Hungarian
Police in the light of the results of organizational psychology studies**

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Description of the scientific problem

The aim of this dissertation is to present the organizational culture of the Hungarian Police through organizational psychology studies. In the last 30 years of the organization's more than 100 years of history, there have been many organizational changes which tested the adaptability of the organization and its employees as well as influenced the development of the organizational culture. It was also affected by social change and the transformation brought about by technological progress.

The organizational culture of an institution, although fully embedded in the national culture and the culture of the given age, is still completely unique and represents the specificities of the profession and the organization, in such a way as to ensure continuity and a system for all members of the organization over decades.

I am interested in the impact of the police special environment on human relations, individuals and organizational functioning as well as the possibilities to influence and develop it. I believe that police specific organizational culture has an impact on the organizational members and the functioning of the organization, and that organizational psychology studies are perfectly suited to explore this. The awareness of these phenomena is also very important for the organization. In order to be able to start any change or development process, it is necessary to know the current situation. Thus, the science of organizational psychology can provide practicing leaders with useful information for making informed decisions and for dealing with problematic situations adequately. This is why I will try to show the reader the relevance of organizational psychology for the police.

Research hypotheses

1. The police organizational culture is characterized by specific organizational psychological dynamics, which can be explored through organizational psychological research.

2. Following the organizational psychology assessment, in addition to describing the general organizational psychological dynamics, it is also possible to explore the specific characteristics linked to the organizational element.
3. Organizational psychological dynamics can also be affected by managerial attitudes in a hierarchical, command-and-control system.
4. The impact of the different characteristics of the new generations on the psychological dynamics of the organization can also be detected in a hierarchical, command-and-control system.
5. Organizational development tools are necessary to respond to the trends induced by the presence of new generations in the labor market.

Research objectives

My research objective is to apply the methodology of organizational psychology studies for the benefit of the Hungarian Police, to identify the characteristics of the organizational culture of the police, to describe its characteristics, to formulate recommendations and suggestions.

Research methods

Organizational psychology is defined as the scientific study of the behavior of individuals and groups in formal organizational settings. Accordingly, the research methodology for conducting organizational psychology studies was to interview individuals and groups, orally and in writing.

In the first study (subchapter 3.2), I used a semi-structured interview and an organizational satisfaction questionnaire. In subchapters 3.3 and 3.4, for the three police stations - already for the total number of staff - the semi-structured interview was supplemented with management interviews and a questionnaire covering problem

areas from the point of view of organizational psychology, such as mood, communication, relationships...etc.

In subchapter 3.5, I conducted the survey using an online questionnaire (Google Forms) among command staff and those born from 1 January 1990. The questionnaire for both groups consisted of three parts. In the first part, I asked questions requiring text response to commanders about young colleagues born from 1 January 1990, and to young people about their studies and organizational experience, their vision of the future and their suggestions. I then asked for ten traits (punctuality, confidence, discipline, flexibility, camaraderie, reasonableness, resilience, patience, autonomy, responsibility) to be rated as two statements on a seven-point Likert scale. For each trait, the first statement states that it is necessary for the police officer, the second statement states, in the case of commanders, that the trait is characteristic of the new generation (born after 1990), and in the case of young people, that the trait is important for the respondent. The third part of the questionnaire was made up of other data relevant to the respondent necessary for the training of groups.

Concise description of the study carried out, chapter by chapter

In Chapter 1, I reviewed the fields of organizational psychology, the basic characteristics of organizational culture, the development of theories and approaches to leadership, and organizational change and development. I described the general characteristics of specific organizations such as the Police, occupational culture, and a review of the literature. In addition to the theoretical foundations of generational change, I also reviewed the challenges of the different ways in which the new generations operate, and outlined possible solutions through an American example.

As a preliminary expectation, the following 5 hypotheses were formulated, which are supported by the studies presented in Chapter 3.

The hypotheses:

Hypothesis 1: The police organizational culture is characterized by specific organizational psychological dynamics, which can be explored through organizational psychological research.

Hypothesis 2: Following the organizational psychology assessment, in addition to describing the general organizational psychological dynamics, it is also possible to explore the specific characteristics linked to the organizational element.

Hypothesis 3: Organizational psychological dynamics can also be affected by managerial attitudes in a hierarchical, command-and-control system.

Hypothesis 4: The impact of the different characteristics of the new generations on the psychological dynamics of the organization can also be detected in a hierarchical, command-and-control system.

Hypothesis 5: Organizational development tools are necessary to respond to the trends induced by the presence of new generations in the labor market.

In Chapter 2, I present the Hungarian Police, with a brief historical overview and organizational characteristics, then I discuss the development of psychological work in the police. Clearly, the results of organizational psychology studies can also be useful for police leaders, if they are open to understanding them in more depth and implementing any changes.

Chapter 3 provides a detailed description of organizational psychology studies, from the initial development of the methodology, through the conduct of the studies, to the interpretation of the results and the formulation of the findings.

The study discussed in subchapter 3.2 is significant because of the design of the methodology. The study involved a survey of a randomly selected 20% of a large number of police stations. Based on the managerial input, a problem-oriented questionnaire covering all areas of organizational functioning was developed and used in subsequent studies (3.3, 3.4).

In subchapter 3.3, a full-scale organizational psychology study of a police station of nearly 100 officers was conducted, which allowed us to formulate findings on organizational psychology trends in the Police.

Thus, hypothesis 1 was confirmed, as I used organizational psychology to describe the above characteristics of organizational dynamics, the police description of which in a structured form was a clear novelty.

In addition to the general police organizational characteristics, the studies presented in subchapters 3.3 and 3.4 also provide insights into the specific characteristics of the organizational culture of a given organizational element. This is in fact the kind of distinctive feeling or impression that is characteristic of an organizational element. This is often difficult to verbalize, but it does give a sense of the co-ordination and staff morale of the people working there, which tells us a lot about the organizational culture of the organizational element.

In subchapter 3.4, I presented a full-scale study of two small police stations, following the methodology of the study described in subchapter 3.3, which allowed a comparison of organizational psychology indicators. The comparative study of the two police stations also made it possible to illustrate the specificities linked to a particular organizational element. Indeed, the organizational characteristics described earlier, which have a major impact on the coordination of the Police, are characteristic of both organizational elements. At the same time, the difference between the two organizational elements can be well captured in the organizational psychology indicators. On this basis, hypothesis 2 is also confirmed.

In addition, hypothesis 3, based on which organizational dynamics are affected by managerial attitudes in a strictly hierarchical system, is also supported by the above studies. This is because organizational feelings of injustice and negative perceptions of workers may be present at the organizational level at the same time, but the attitudes of the leaders of a given organizational element still have an impact on the organizational psychological indicators of that element. This is illustrated in the comparative analysis in subchapter 3.4 using Douglas McGregor's theory. Thus, it is found that even in an organization with an organizational culture that embraces an essentially X people culture, whether employees experience X or Y type of leadership attitudes in their everyday lives has a major impact on their lives and organizational dynamics. People working under the same organization, with very similar parameters, in the same financial circumstances, may be negative and passive or more positive and

active in solving their problems, depending on the management attitude they experience. For this reason, the importance of managerial attitudes in the functioning of an organizational element cannot be overemphasized.

Subchapter 3.5 is an analysis of the organizational psychology of the new generations in the organization, which, in addition to highlighting the differences in perceptions between commanders and young people, also provides suggestions for organizational development to adapt to the changing labor market. This supports the validity of hypotheses 4 and 5. That is, the new generational characteristics are present in the hierarchical organization of the Police and have an impact on the organizational dynamics, and that the organizational adaptation to this requires the application of organizational development tools.

Despite the limitations of validity, the results provide useful feedback to the organization's leaders and point to directions for improvement that will serve organizational adaptation.

In Chapter 4, the conclusions of the organizational psychology studies are drawn and the hypotheses are tested, followed by a list of recommendations. A change in managerial mindset is highlighted in the set of recommendations. This is why the dissertation devotes a separate subchapter (4.3) to police command care, in which it draws a parallel between the ethical, caring commander and servant leadership. To this end, John Maxwell's concept of leadership theory provides a practical guide, demonstrating that it is through the development of individuals that the highest levels of leadership and organizational excellence can be achieved.

Summary of conclusions

To sum up, the hypotheses were confirmed, even if in some cases the findings of the studies can be considered to be of limited general validity, since they are based on results within a county organization. But at the same time, consider that a county element of a hierarchical national organization is a good representation of the

organization in general. In other words, it is clearly suitable for carrying out organizational psychology studies, that is sampling and reflecting on the findings.

So, overall, in my dissertation I showed how organizational psychology can provide scientific and at the same time practical information and recommendations to the Police organization, using the tools of organizational psychology. Thus, demonstrating that organizational psychology has a legitimacy and practical utility in the police.

New scientific results

In support of the research results presented in the dissertation, a number of organizational psychological characteristics of the Police have been formulated, which have been described for the first time, so they are considered new scientific results.

The new scientific findings are as follows:

1. Organizational psychological tendencies can also be found in the organization of the Hungarian Police, which can also reveal the mood factors of the employees. With the help of the comparative examination of the two capitals, I proved that there is a measurable difference in the organizational psychological indicators between the two organizational elements examined.
2. The organization of the Police basically includes constant monitoring and the prioritization of statistical indicators. With my research, I have demonstrated that the organizational leadership style of local leadership significantly influences the development of workplace conditions.
3. The changed way of working of the new generations (Y, Z and then Alpha) also plays a role in the background of the current most worrying problems in the organization of the Police - the increase of fluctuating tendencies, the difficulties of retaining and replenishing human resources.
4. Studies have shown that young workers are well integrated into the police hierarchical organization, but most of them try to meet the expectations that can be interpreted for them. As an expectation, the organization must take into

account generational characteristics and social changes when shaping human strategy.

Overall, in my dissertation I presented how organizational psychology can provide scientific and practical information and suggestions using the tools of the organization of the Police, organizational psychological examinations. Thus proving the police legitimacy and practical applicability of organizational psychology.

Recommendations for the practical use of research results

- Perhaps the most important thing for the current members of the organization would be to change the career model and increase salaries in line with the times. There is a need to rationalize the promotion opportunities and waiting times provided by the act on the employment status of professional staff of law enforcement agencies in Hungary (known as HSzT, Hivatásos Szolgálati Törvény). And guaranteeing the existential security of executive staff is essential.
- To help young people integrate into the organization and become established, it is essential to rethink the career model, together with the salary system for deputy officers. The unstoppable pace of technological development makes it increasingly urgent to modernize all aspects of the organization (physical environment, equipment, IT, management attitudes and organizational procedures).
- Recruitment needs to combine new opportunities (online space) with our own organizational talents.
- Optimizing resource and burden sharing is a priority. For law enforcement agencies, the workload is hectic but requires constant presence, readiness and availability. To ensure responsiveness to needs, it is a great help if resource allocation is also decentralized, with a manager who is aware of local specificities, workloads and needs on a daily basis.
- Optimizing procedures and workflows. Review which workflows and process systems can be simplified or need to be adapted. This should rely on the ideas

of committed practitioners who are also confronted on a daily basis with social trends in crime. Making procedures in the organization more “executive/worker friendly” is necessary to increase efficiency.

- There is a clear need to speed up, simplify, automate, and streamline administrative processes. Of course, it is well known that legislation can also be difficult to keep up with the rapid pace of technological development, making it more difficult for bureaucratic law enforcement agencies to adapt to technical achievements than for NGOs. Nevertheless, administrative rationalization is inevitable for the organization.
- Today, people working in the organization want personalized training opportunities that provide them with knowledge that can be put to good and immediate use in everyday practice. These can be small group training sessions using interactive training techniques, or online training. But the repertoire of training opportunities can also include expert short videos that update technical material or introduce new things to employees in a simple, sensible way. This would also be of particular importance because it would not be necessary for a person to run through bureaucratic circles to access or participate in such training. Self-development, that is being able to make an independent, individual decision to enroll and participate in a training course, is also a basic need of the modern worker, to which our organizations must adapt.
- In order to develop a new system for staff self-development, their needs must be mapped and a training action plan should be drawn up. Existing training needs to be streamlined, shortened and made more effective.

Publication list of the applicant's doctoral thesis in the subject area

1. Tőzsér, E. (2021). A Survey of the Organizational Situation of New Generations at a County Police Headquarters in Hungary. *Belügyi Szemle*, 69 (SII), 91-108. <https://doi.org/10.38146/BSZ.SPEC.2021.1.5>
2. Tőzsér E. (2021). A rendőrségi parancsnoki gondoskodás, mint servant leadership. *Belügyi Szemle*, 69(4), 639-650. [Police command care as servant leadership] <https://doi.org/10.38146/BSZ.2021.4.8>
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5. Kovács G., Pesti T. és Tőzsér E. (2019). A hallgatói magatartásformák megjelenése és változásának folyamata a Nemzeti Közszerológati Egyetem „Vírus 2019” Közös Közszerológati Gyakorlatán. *Magyar Rendészet*, XIX.(2-3), 115-142. [The emergence and process of change in student attitudes at the University of Public Service's “Virus 2019” Common Public Service Practice.] https://folyoiratok.uni-nke.hu/document/nkeszolgaltato-uni-nke-hu/MR_2019_2-3_07-Kovacs-Pesti-Tozser.pdf
6. Tőzsér E. (2019). Két városi rendőrkapitányság szervezetpszichológiai vizsgálata 2018-ban. *Belügyi Szemle*, 67(12), 69-93. [Organisational psychology in two city police stations in 2018] <https://belugyiszemle.hu/hu/node/86>
7. Tőzsér E. (2019). A rendőrségi vezetői munka támogatása szervezetpszichológiai vizsgálatokkal. *Pécsi Határőr Tudományos Közlemények*, XXI, 51-55. [Supporting police leadership through organisational psychology studies] <http://www.pecshor.hu/periodika/XXI/tozsererzsebet.pdf>
8. Kovács G. (szerk), Endrődi I., Balla J., Bács Z. Gy., Muhoray Á., Horváth T., Téglási J., Hülvely L., Hettyey A., Pesti T., Tőzsér E., Lutz F., Balatonyi L. és Cimer Zs. (2019). „VÍRUS 2019” A Nemzeti Közszerológati Egyetem Közös Közszerológati Gyakorlat Alap- és Indító Feladata. Nemzeti Közszerológati Egyetem, Budapest [“VIRUS 2019” The University of Public Service's Common Public Service Practice Core and Starting Tasks.]

9. Farkas J., Borbély Zs., Tegye A. C. és Tózsér E. (2018). A „migránshelyzet” feladatellátása következtében jelentkező pszichés hatások. *Pro Publico Bono – Magyar Közigazgatás*, 6(1), 4-33. [The psychological effects of the “migrant situation”.] https://folyoiratok.uni-nke.hu/document/nkeszolgaltato-uni-nke-hu/WEB-PPB_2018_1_01_Farkas_Borbely_Tegyey_Tozser.pdf
10. Tózsér E. (2018). Vezetői magatartás – vezetői stílusok. *Határrendészeti Tanulmányok*, XV(4), 73-90. (ISSN 2061-3997) [Leadership behaviour - leadership styles] <https://rtk.uni-nke.hu/document/rtk-uni-nke-hu/Hatrend%20Tan%202018%204%20sz%20C%20A%20Im.pdf>
11. Tózsér E., Fridrich A. C. és Borbély Zs. (2018). A XXI. század biztonsági kihívásai a rendőrségi szervezeti kultúrában – generációk a szervezetben. *Pécsi Határőr Tudományos Közlemények*, XX, 97-102. [Security challenges of the 21st century in police organizational culture - generations in the organization] http://www.pecshor.hu/periodika/XX/borbely_fridrich_tozser.pdf
12. Tózsér E. (2018). A pszichológia szerepe a rendőrségi szervezeti kultúrában. *Rendvédelem*, VII(különszám), 20-28. [The role of psychology in police organisational culture] http://epa.oszk.hu/03300/03353/00013/pdf/EPA03353_rendvedelem_2018_k_sz_020-028.pdf
13. Borbély Zs., Fridrich A. C. és Tózsér E. (2018). Az Ideiglenes Biztonsági Határzár menti feladatellátás hatása a határzárát védők magánéletére. *Honvédségi Szemle*, 146(6), 65-79. [The impact of the Temporary Border Control on the privacy of border guards] https://honvedelem.hu/files/files/113394/hsz_2018_6_beliv_065_079.pdf
14. Tózsér E., Fridrich A. C. és Borbély Zs. (2017). Ügyfélszolgálati szemlélet a szervezeti kultúrában. *II. Turizmus és Biztonság Nemzetközi Tudományos Konferencia Tanulmánykötet*. Pannon Egyetem Nagykanizsai Kampusz (ISBN 978-963-396-102-5), 119-127. [A customer service approach to organizational culture.] http://uni-pen.hu/files/konferencia/2017/Teljes_konf_tanulmanykotet.pdf
15. Kovács G. és Tózsér E. (2017). A vezetői attitűdök, vezetői stílusok és a dolgozói elégedettség összefüggéseinek vizsgálata egy megyei rendőr-főkapitányságon. *Pro Publico Bono – Magyar Közigazgatás*, 5(2), 138-157. [Investigating the relationship between leadership attitudes, leadership styles and employee satisfaction in a county police headquarters.] https://folyoiratok.uni-nke.hu/document/nkeszolgaltato-uni-nke-hu/8-A-vezetoi-attitudok-vezetoi_PPB_2017_2%20web-8.pdf
16. Borbély Zs., Farkas J. és Tózsér E. (2017). „A tömeges méretű illegális migráció pszichés következményei a rendészeti feladatellátás során.” *Hadtudományi Szemle*, X(3), 288-304. [“The psychological consequences of illegal migration on a massive scale in law enforcement.”] http://uni-nke.hu/downloads/kutatas/folyoiratok/hadtudomanyi_szemle/szamok/2017/2_017_3/17_3_tt_borbely_farkas_tozser.pdf

Professional academic CV of the person submitting the doctoral thesis

Name: Erzsébet Tózsér

Job positions:

from 1 May 2018

Komárom-Esztergom County Police Headquarters,
Human Administration Service, Health and Psychology Group,
psychologist, appointed group facilitator

from 5 May 2008

Komárom-Esztergom County Police Headquarters,
Human Administration Service, Health and Psychology Group,
psychologist

Studies:

2016-2020

University of Public Service, Doctoral School of Law Enforcement,
part-time PhD training

2007-2009.

Eötvös Loránd University, Faculty of Education and Psychology,
Institute of Psychology, counselling psychologist program,
specialization in crisis counselling

2002-2007

Pázmány Péter Catholic University, Faculty of Humanities,
Psychology, specialization in clinical psychology and forensic
psychology

Language exams:

English language exam, intermediate level (oral and written)

German language exam, intermediate level (oral and written)

Conferences

28 May 2021. Miskolc – online, XXIV Spring Wind Conference. Participation and presentation on *“Leadership challenges - new generations in hierarchical organizations”*.

23 April 2021., Budapest – online, the conference *“Law Enforcement-Science-Updates - Law Enforcement through the Eyes of Young Researchers”*, Faculty of Law Enforcement, University of Public Service. Participation and presentation on *“Solutions to the US law enforcement workforce crisis and their potential for domestic adaptation.”*

22 November 2019., Budapest – *“In the service of the homeland”* conference. Participation and presentation on *“Generations and leadership attitudes in the police”*.

11 October 2019., Budapest – participation and presentation in the KÖFOP-2.2.3-VEKOP-16-2016-0001 project *“Capacity building and awareness raising for the increased detection and prevention of corruption cases”* at the scientific conference *“Integrity through the Eyes of Science - or science in the service of corruption prevention”* titled as *“The examination of organizational voluntary behavior in the Public Service Practice”* together with Prof. Dr. Gábor Kovács and Tünde Pesti.

27 June 2019, Pécs – *International scientific conference on “Law enforcement and crime prevention in police science”*. Participation and presentation on *“Supporting police leadership with organizational psychology studies”*

25 April 2019, Budapest – conference *“Law Enforcement-Science-Updates”* of the Faculty of Law Enforcement, University of Public Service. Participation and presentation on *“Organizational Development in the Police”*.

18 October 2018, Budapest – *“Challenges of teaching management and organization theory at the University of Public Service”* organized by the Department of Law Enforcement Management, Faculty of Law Enforcement, University of Public Service. Participation and presentation on *“The role of the Common Public Service Practice in the development of organizational volunteer behavior”*, together with Tünde Pesti.

28 June 2018, Pécs – International academic conference *“Security Challenges for the 21st Century”*. Participation and presentation on *“Security challenges of the 21st century in the police organizational culture - generations in the organization2* together with Zsuzsanna Borbély and Andrea Fridrich.

4 May 2018, Miskolc – *“I serve my country!”* academic conference. Presentation on *“Employee satisfaction and its role in law enforcement organizational culture”*.

1 December 2017, Zalakaros – II International Scientific Conference on Tourism and Security. Presentation on *“Customer Service Approach in Organizational Culture”* with Zsuzsanna Borbély and Andrea Fridrich.

22 November 2017, Budapest – *"In the service of the homeland"* conference. Participation and presentation on *"Organizational culture and development opportunities in law enforcement"*. Presentation of the research entitled *"Examination of the organizational culture of a county police headquarters"*.

8-9 November 2017, Budapest – *"Society and National Defence"* conference. Participation and presentation on *"The impact of the Temporary Border Control on the family life of border guards"* together with Zsuzsanna Borbély and Andrea Fridrich.

27-29 September 2017, Balatonlelle – joint psychological conference of the Academic Council of Home Affairs and the Office for the Protection of the Constitution *"The road to fulfilment - challenges and development opportunities in the light of generational differences"*. Participation and presentation of the research *"Examination of the organizational culture of a county police headquarters"*, together with Zsuzsanna Borbély and Andrea Fridrich.

29 June 2017, Pécs – *International scientific conference "From Saint László to modern Hungarian police science"*. Participation and presentation on *"The psychological consequences of the management of the migrant situation among the police personnel on duty"* together with Zsuzsanna Borbély and Johanna Farkas.

Applications

01.09.2017 - 28.02.2018 – Application for the BMVTTF/941-2/2017 internship of the Academic Council of Home Affairs - ORFK SZF ESzHF, instructor: police lieutenant colonel Erika Szeles.

01.06.2017 - 31.05.2018 – application in the framework of KÖFOP-2.1.2-VEKOP-15-2016-00001 priority project "Development of public services for good governance", as a member of the Ludovika Research Group 2016/131/NKE-RTK "Investigation of the organizational culture of a county police headquarters" (contract number: NKE/3299-1/2017), the organization of research at the Komárom-Esztergom County Police Headquarters.