

**EÖTVÖS LORÁND UNIVERSITY  
FACULTY OF EDUCATION AND PSYCHOLOGY**

**THESES OF PhD DISSERTATION**

**Márta Pákozdi**

**QUALITATIVE ANALYSIS OF THE MOTIVATIONS OF THE MILITARY  
CAREER**

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**ELTE FEP Psychology Doctoral School  
Head of the school: dr. habil. Róbert Urbán**

**Personality and Health Psychology Program  
Head of the Program: dr. habil. Attila Oláh professor emeritus  
Supervisor: prof Dr. György Bárdos professor emeritus**

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member: **Dr. Mózes Székely** senior scientist, ELTE FEP  
alternate member: **Dr. Zsuzsanna Gósi** habil., docent, ELTE FEP

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## 1. INTRODUCTION

Members of any society appreciate the soldiers as being brave, strong, heroic, persistent, reverend, humble, committed to their homeland, who are ready to sacrifice their life for their fellows and for their homeland. The present Covid-19 epidemic has a significant effect on the soldiers, too. However, people do not observe that, and wait from them saving their safety and defending their lives. The adequacy of the topic of this work is supported by the present days Russian-Ukrainian war, the change of the secure environment, which means a large load to the military and to the soldiers. The present war is the largest European act of war since the 2<sup>nd</sup> World War, which results in the increased demand for safety and the appreciation of the trust toward the military.

### *Motivation theories*

The first general model of the motivation had been Maslow's need-hierarchy model (Maslow, 1943). According to Maslow, motivations are based on the satisfaction of needs, the latter directing the behavior of the individuals. He also stated that the needs can be arranged according to a hierarchy. In his theory, individuals are motivated by the satisfaction of needs arranged into five categories according to their importance. These categories are *physiological* needs, *security* needs, *love and belonging* needs, *appreciation* needs, and *self-actualization* needs, respectively (Navy, 2020, Maslow, 1943)

The inferior needs (external motivations), like the physiological and security needs, are internal, essential elements of the human nature. These are ruling over the superior needs (internal motivations), i.e. over love, appreciation and self-actualization, respectively. Although the superior needs are equally basic and are also parts of the human nature as the inferior needs, much less people experience them. It is interesting, that according to many authors, although Maslow's theory has been known for many years, only very few studies have tried to find supporting proofs (Lieberman & Vrba, 1995; Wahba & Bridwell, 1976). The Need Hierarchy Model has been accepted in a surprisingly wide range despite the missing consequent proofs. However, Maslow's model has also been widely criticized, too. The most important criticism is about the demand that satisfied needs motivate whereas non-satisfied needs activate a step up and forward (Wahba & Bridwell, 1976; Mercado, 2018). According to another criticism, spectra of human needs is much wider than those in Maslow's system, and thus personnel could not differentiate among Maslow's needs and cannot recognize the minor differences among them (Vargas, & Arreola-Enriquez, 2017).

Whereas many sources criticize Maslow's need-hierarchy model, others state this still is the best need-hierarchy model. Overviewing the complex literature, we think, there is not any superior theory, but that of Maslow's can be used as a reference.

In addition to Maslow's need-hierarchy model, many other theories deal with the motivations. Important are the rainbow model of Super (1957, 1990), decision-series model of Ginzberg (1951), theory of personality characteristics of Holland (1959), value desire theory of Armstrong and Murlis (2005), the two-factor model of Herzberg (1959, 1968), connections-performance-power theory of McClelland (1961, 1987), goal-motivation theory of Hunt (1988), and the flow-experience theory of Csikszentmihalyi (1988, 1990, 2004), respectively.

#### *Military career motivation interviews in the Hungarian Defense Forces*

A basic requirement is the provision of permanent availability of the well-trained soldiers in necessary numbers and composition to perform the tasks of the Hungarian Defense Forces. Providing these tasks can be achieved by the track management and career orientation toward the military, in which recruiting plays a major role.

The military career-motivation interview series have been initiated - by me - in 2019, first among the rank and file (men) entering the Hungarian Defense Forces. The interviews with the soldiers were held on the first week of the basic training, the aim of which is to get to know their attitude, expectations, career-choice toward the military, and to learn their short- and long-term plans. Another aim is to support them in adapting to the changing work environment, tasks and behavioral rules. During the interviews, a special emphasis is put on the stress and conflict management techniques and to their practices as well. Motivational interviews affect the development of the value based organizational culture of the Defense Forces, too. Personality, behavior, view about the military, social capital of the soldiers entering from the civil life to the military, as well as the experiences obtained during the basic training enrich the organizational culture of the military forces; in addition, its role in affecting the society by the values and opinions mediated by the soldiers is inevitable.

The interviews lasted for 2 hours in groups of 12 persons. Entering to the crew (rank and file) happens several times a year and on several places. Based on the qualitative analysis of the military-career motivation interviews, we can say that the career choice of the crew is concentrated around the *safe* and *regular income*, and in addition, to the *patriotism* and the *defense of the homeland*. From the military values also stands out the *teamwork*, *honor*, *humility*, *desire to follow the rules*; the latter arise ambivalent feelings in some crew members who feel uncertain to get the uniform because of the *rigor* and *excessive rules*. The *uniform*

represents unity, dominance, power and force for everybody. Their plans are concentrated around the military life, with emphasis placed on learning and development, mission engagement, and in their private life, on buying a house/home and on starting a family, respectively (Pákozdi, 2020, Pákozdi & Bárdos 2022).

Motivational interviews have also affected the organizational culture of the Hungarian Defense Forces, since experiences regarding the basic training of the entering soldiers, values and opinions mediated by them not only rewrite the social thinking and stereotypes about the military life, but also enrich the organizational culture of the military corps.

### ***Studies on military career choice***

For national military career choices motivational factors are *safe workplace, predictable existence, a well-defined career-picture*, in which *continuous learning and development, teamwork, camaraderie, challenges* play a role. Early childhood desires and experiences also affect military career choice, although it becomes conscious only at early adulthood when the individual becomes really committed to the military life. Other factors playing important role in the military career choice are needs determining individual life-quality, the role of parents, friends and the school (teachers), and, in addition, social effects (Kanyóné, 2002; Kiss, 2006; Papula, 2008, 2013; Jobbágy & Strummer, 2010; Varga, 2013; Pákozdi & Fejes, 2016).

Career choice attitudes have been transcribed due to the Internet as well as to the still existing Covid-19 world epidemic.

In 1983, a larger summary article has appeared about the motivations and reasons of application to the USA military forces. In addition to the general attitude, the joblessness rate, the military salary, the occupation of the parents and the education of the respondents were found as main factors, which also have affected each-other, too (Boesel and Richards, 1983). In 1986, the Military Research Institute of the USA has developed a scale aimed to characterize the entrance motivation of the rookies. The New Recruits Survey (NRS) consisted of two sub-scales, one belonging to the Active Forces, the other to the Reserve Contingents. The two scales had common elements, but also differed in some points. This study provided a basis to improve testing and highlighted the importance of such testing (Baker, 1990). Enrollment motivations were also studied in the USA in 1988, where adults had been asked what motivated them when applying to military service. The Career Decision Survey have shown that in the thoughtful decision process, mainly psychological factors played a role. In addition to these rational factors, however, a generalized emotional response also played a role in this process (Wilson and Perry, 1988).

The environmental factors (like the effect of the Covid-19 epidemic) have also been studied. The Covid-19 pandemic is regarded all over the world as some “threat multiplying” factor; a new and significant attack to the operation of the society. It represents an extra threat since the “traditional”, that is already existing conflicts are still present all over the world. It is promising, however, that the military organizations have had to face similar problems, like flue epidemics and other diseases, earlier, too; thus, several methods have been worked out to save the functionality of the military. This is a promising factor in the epidemic era and gives some hope that the situation will improve (Scott, Means and Shields, 2020).

A survey between 2010 and 2013 by the NATO run in 22 member countries, among them also in Hungary, has studied those working in the military health care services. They found that it is desirable to put more emphasis to the retention ability of the defense forces, since it is not enough to recruit new manpower because the military requires well-trained soldiers (Report responding to the COMEDS, 2015).

The American Defense Forces pays extra attention to the physical-mental well-being of its soldiers. This is why, based on Maslow’s need-hierarchy pyramid, in 2017 they performed a survey about the basic needs of 4856 non-commissioned officers (NCO-s). For the respondents, security and nutrition appeared as dominant needs (ADP 6-22). In his own model, Sirgy (1984) has compared the Maslow-type hierarchy of the individual needs to the needs of the society. He found that social needs (physical needs, sovereignty, global relationships and honor of the citizens), and the individual needs are similar, and it is important to meet them in order to improve the quality of life.

## **2. OBJECTIVES**

In my doctoral dissertation I have studied motivations of the military track. During my several years long military service, observation of the behavior of the soldiers as well as workplace research started me to set up a military needs-hierarchy model by using Maslow’s theory, in which the motivation profile of the soldiers can be well illustrated.

In the *first study*, I tried to answer the question about what have the motivating factors been ensuring staying in the service, and even to look at the service as a profession. The study had been done in several steps using half-structured interviews and written reports of the participants, with the basic condition of at least five-year service.

In the *second study*, I examined the motivations for the military career choice of those enrolling during the Covid-19 world epidemic, using the qualitative, half-structured focus group interviews analysis. In this study, I wanted to know whether the world epidemic affected joining

to the military, that is whether external factors, like livelihood, permanent income, or purely internal motifs are behind, or even both are equally important.

In the *third study*, examination of the motivations of the military career choice had been also focused to a temporary service type and to the future life goals of the participants. I also used the method of *qualitative, half-structured focus group interviews*.

*A further aim of my dissertation has been to find out whether the profiles identified as a result of the two studies about the military career choice could be included into the motivation model of the remaining in the military service*

### **2.1. First study: A new military needs hierarchy model**

We had studied the motivations to stay in the service in order to learn more about the increase of the retention ability of the military staff.

#### **2.1.1. Sample and method**

Basic conditions for participating in the study were the military legal relationship and at least five years of service time. These restrictions were necessary to have military socialization, knowing the system and ability to have a role and to make decisions; all affecting individual motivations.

#### ***Sample***

The study was done in two steps with participants on internal (military) workshops, courses, military events, workgroup sessions. In the first two years (2018/19) we used grouped semi-structured interviews, in the third year (2020) in a written form. We had asked the participants to tell or to describe why it is good to be a soldier (why they like to live as a soldier). All together, we analyzed 49 grouped interviews (386 participants) and 28 written narratives. Participation in the study was voluntary and anonym.

#### **2.1.2. Main results**

To analyze the results, we have applied the GT method. We used a three-level coding, first the *open* codes, then the *axial*, and finally the *selective* coding. The identified selective codes were RESOURCES, POWER, TEAM SPIRIT, DEVELOPMENT, QUEST FOR CHALLENGES, FULFILLMENT and **appreciation**.

Results of the study examining the motivations of staying on the military track are different from the military need-pyramid set up in the theoretical model and from those needs determined in the Maslow need-hierarchy.

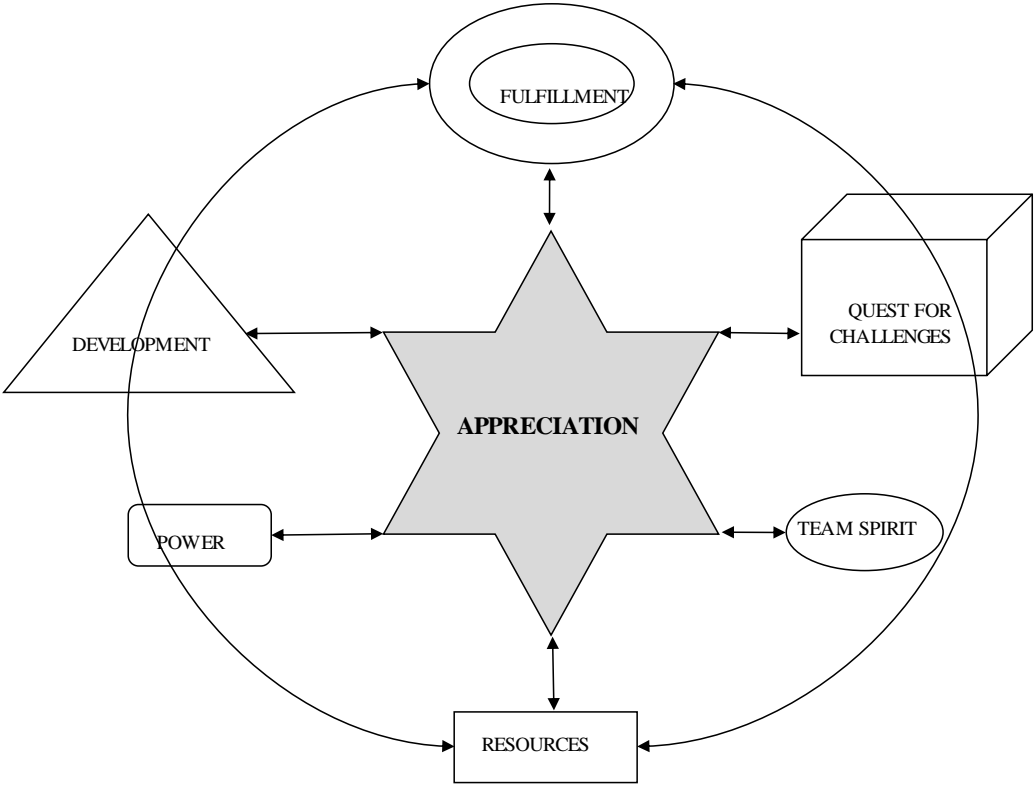


Figure 1. The military track: Star model of the selective codes.

On the star-model of the selective codes, it is well seen that the needs originate from the RESOURCES and also return there. The connected TEAM SPIRIT prevails through the strength of the uniform. The soldier is able to fulfill his mission under any circumstances, for which requires his own belief that he could do it. RESOURCES is the basis for the soldier, onto which he can build development and growth and can provide defense for his homeland and fellow people; that also contains TEAM SPIRIT. Socialization of the soldier becomes complete through the continuous DEVELOPMENT. The QUEST FOR CHALLENGES, present through his missions, results him the state of “I’m ready!”. FULFILLMENT, being on the peak of the pyramid, brings for him the military feeling, everything he has learnt, on what he could rely on, and the touch of his family. To reach this requires continuous development and hard work, and a strong belief to which finally everybody can be able.

**Security** is an element of both RESOURCES and POWER, respectively, and is present in the two sub-codes in the sample. The *looking for safety*, that covers *livelihood* and *safe job* is a basic need for everybody, as well as *protection* and *security* for those being in *distressed situation*, that is *providing safety*. Safety, because it is element of existence for everybody, has not been regarded as a separate selective code, was only included for the completeness of the model.

Connection between TEAM SPIRIT and providing safety appears through the power of the *second family* and *community*, in which every member is important. However, it seems necessary to study this further from the point of view of the team spirit. On the other side, relationship of patriotism and providing safety is based on valid experiences, since the main task of the army is to grant the safety of the Hungarian citizens.

APPRECIATION, located in the center of the model like a star-format, is associated with the whole pyramid and represents a factor which is a criterion for the soldiers to effectively complete their task. Without it still he can complete the mission successfully, however, in addition to that he cannot enjoy positive experiences, it might affect the military forces in a neutral or even negative way.

The appreciated soldier is a value, learns and develops, provides safety, is a comrade in the team, and feels the common feeling of life. Between APPRECIATION and QUEST FOR CHALLENGES in this sample we *haven't found any relationship*, maybe further studies may help to uncover them.

## **2.2. Second study: Military career choice during the Covid-19 in Hungary**

### **2.2.1. Introduction**

It is inevitable for the Hungarian Defense Forces to have enough and well-trained soldiers to complete its tasks. This is why it provides basic trainings several occasions in each year for entering soldiers, who generally are crew members. This study deals with the military career choice of the crew who have joined the Army during the Covid-19 world epidemic in 2020.

### **2.2.2. Sample and method**

The study has been conducted with the crew entering the Hungarian Defense Forces during the Covid-19 world epidemic in 2020 by collecting responses to questions given in career-motivation interviews. Questions of the semi-structured interviews were as follows:

- How have you become a soldier? Why had you selected the military career?



- What do you think strengths of the Hungarian Defense Forces are as compared to other, civilian employers? What do you think weaknesses of the Hungarian Defense Forces are as compared to other, civilian employers?
- What does the uniform mean for you?
- What are your plans for your life?
- 

### ***Sample***

The number of entered soldiers participating in the interviews was 229, among them 193 men and 36 women, their age was between 18-45 years (mean age was 24 years). 60% of the interviewed came from larger cities, whereas 40% from villages. Participants arrived from every region of the country, from West-, East- and Central Hungary, although due to the restrictive character of the applied Grounded Theory method, the sample is not representative. Most of the participants finished vocational school, a few of them have matured, two of them only completed an elementary school without any profession. From the applicants, 4 officers and 6 non-commissioned officers were excluded since they have not belonged to the crew which was a basic condition of this research. The interviews were conducted in maximum 12-member semi circularly arranged groups in 2 hours, also me wearing a uniform. From the military rules I purposefully eliminated such phrases as “command”, “I report” as well as using names (Fassinger, 2005; Ponterotto, 2005, 2010, 1988, Krueger, 1988, 1993; Corbin & Strauss, 2008, 2015). This way, we have analyzed descriptions of 229 interviews (in 19 groups) using the Grounded Theory method (Charmaz, 2008; Corbin & Strauss, 2015).

### **2.2.3. Main results**

During the GT analysis we applied three coding levels: *open* (basic) coding, *axial* coding and *selective* coding (Corbin and Strauss, 2015). As a result, we could identify three selective codes: ENROLLMENT, PATHFINDING, FULFILLMENT.

Values based on individual decisions in the ENROLLMENT phase, like *uniform*, *patriotism*, *secure job*, *team spirit*, *safety* serve as resources and permanently support the decisions of the individual during his/her military socialization.

The FULFILLMENT selective code contains mission engagement, trying oneself, possibility of learning and development, achieving success, founding a family, forming existence, career and profession may help to reach the goals. This, however, requires time and includes situations with decisions, selecting and ordeals.

These decision situations come together in PATHFINDING. The way to the “win-win” situation goes through the power of belief, that is through believing in oneself (“*I am able, I can do it*”; *I am able, I reach my goal*”). However, unsuccessful trials to pass obstacles may lead to disarmament.

### **2.3.Third study: Special Volunteer Reservist Military Service for Hungarian people who have lost their job due to Covid-19 pandemic**

#### **2.3.1. Introduction**

Due to the fast spreading of the Covid-19 virus discovered in China in November of 2019, more and more countries, among them also Hungary, has faced healthcare and economic difficulties. In our country the number of those losing their job has increased fast endangering existence of people and of families as well as the economy of the country. Due to this, the Hungarian Government in 2020 has started an Economy Protection Action Plan, in which a temporary employment action called SVRMS (Special Volunteer Reservist Military Service) gave a lifebelt for those losing their job; this is the focus of this study.

The aim of this study is to analyze and evaluate the special service commitment of those losing their job during the Covid-19 pandemic between July 1. 2020 and October 31. 2020, respectively. Its objective was to uncover the attitude of those entering to the special reserve service of the Hungarian Defense Forces and to learn more about their prospective move toward other areas (protective reserve, contractual) of military legal relationships.

#### **2.3.2. Sample and method**

The study has been conducted with the crew losing their job and entering the SVRMS during the Covid-19 world epidemic in 2020 by collecting responses to questions given in military career-motivation interviews. Enlisting had happened in several counties, on many places and on predetermined times, the study was run on the 4-6<sup>th</sup> week after enlistment.

The questions of the semi-structured interviews were identical to those used in the second study entitled “Military career choice during the Covid-19 in Hungary”, our aim has been to compare the results of the two studies.

#### ***Sample***

Data were collected on 28 places from 593 crew members entering SVRMS. The work was done similarly to that described in the previous study in grouped semi-structured interviews by

making notes. Altogether, we have analyzed the notes of 49 grouped interviews with the Grounded Theory method (Charmaz, 2008; Corbin & Strauss, 2015).

### **2.3.3. Main results**

Age of the participants was mixed, 18-60 years, most of them between 25 and 40 years. The majority was male, with an exemption of Szolnok (Jász-Nagykun-Szolnok county) from where the majority were women. The number of those discharged was low.

During the GT analysis, the following selective codes were identified: ENROLLMENT, PATHFINDING, VISION.

Factors in ENROLLMENT, like *safety, teamwork, values and rules, looking for challenges, learning and development, military values, income*, in themselves and also together, provide support for the individuals in overcoming the hopeless days. They are able to keep them on the surface and help to get through the vicissitudes of the PATHFINDING, uncertainties that push them down.

PATHFINDING contains absence from the family and from the ordinary environment, fear and ignorance because of lacking knowledge, and the missing information about the renewal of the HDF. Division of income and teamwork – also found under the ENROLLMENT code – also have some contrary affect.

Work, existence, family and home, like life goals contained in VISION look almost impossible to reach at the moment for the participants, they only could focus to the near future, to complete the present training.

### 3. CONCLUSIONS, OUTLOOK

The results of the research examining motivations of the staying on track look different from the needs found in the need-pyramid set up in the theoretical part as well as from the needs found in Maslow's need-pyramid.

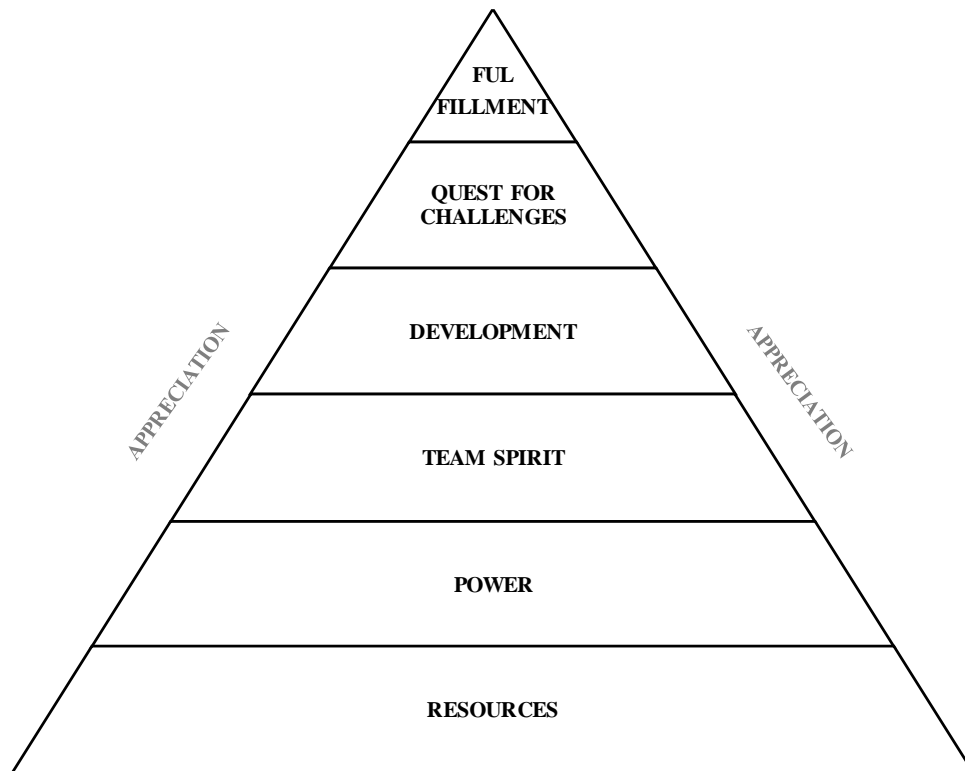


Figure 2: Our military need-hierarchy pyramid model

Base of the pyramid is RESOURCES, above which with the needs of the TEAM SPIRIT, which together are basic needs of the soldier. Military socialization, organizational culture and the family and belief of the soldier are resources which – together with the TEAM SPIRIT may help him to overcome difficulties. Although camaraderie, as a value, does not fulfill criteria of strengths of the personality according to Seligman (Peterson and Seligman, 2004), but still is a factor which, in addition to emotional support, may give physical strength of the soldier.

TEAM SPIRIT is a basic need related to belonging somewhere and to teamwork, and corresponds to Maslow's higher order needs, namely love/belonging somewhere.

DEVELOPMENT is a learning process, hard work, and is an element of each report in some form. In this model it appears as a separate need, which points toward the peak of the pyramid, similarly, to QUEST FOR CHALLENGES, a typical characteristic of the present day political and military situation.

FULFILLMENT by the military feeling of life, also related to self-actualization, occupies the peak of the pyramid. It collects needs and forces forming the professionalism of the soldiers and which are moving springs of the happy life (Kyubomirsky, 2009); and, also everything which gives the meaning of life for the soldier.

**APPRECIATION** penetrates the whole pyramid and represents a so strong demand that it is present at the same time on all levels. It seems it is **a general and expected element of the need-hierarchy and is also a basic motivation of those wanting to join the Hungarian Defense Forces. This is a further potential research topic.**

Overviewing the results shows that needs identified in our model are frequently similar to those found in other theories, but on different levels (Johnson & Kaplan, 1991; Griffith, 2009; Miles & Haider-Markel, 2019), like commitment to the team, salary, commitment to the society, the family desire and the self-sacrificing patriotism. This may show that it is worth to look for further connections between Maslow's self-realization theory and higher-order needs of our model, since the latter also contain lower-order needs.

Our research has shown that motivation of the soldiers serving in the Hungarian Defense Forces can be saved or even can be increased based on international experiences and on the model developed by us, the latter may be good and appropriate basis of these processes.

*Results of the study dealing with the motivations of the military career choice of the crew members were obtained in the Covid-19 era.* Many people have lost their job and had to look for new opportunities. In this situation, the HDF offers easily accessible, promising opportunities, safe, permanent and appropriate circumstances and good salary. The new soldiers (newcomers) learn to accommodate to the requirements, recognize the possibilities offered by the military forces and become able to set up new goals. Although some newcomers have troubles accommodating to the changed environment and circumstances that may lead to disarmament and to leaving the track, the majority accepts the challenges and stays in the military service.

The results also show that the military can address more applicants and can offer safe workplace, good circumstances and promising goals. The new technological developments, the modern armament and service opportunities may help to the applicants in their military career choice and in becoming a soldier.

The call SVRMS to life can be regarded as positive, both for those becoming jobless, for the society as well as for the Hungarian Defense Forces. This service form made it possible for those losing their job to have continuous livelihood, their human relationships to become more colored, their knowledge should be extended. In addition to increase of the social opinion about the Hungarian Defense Forces, we should stress that everyday people being far away from the military affairs would get closer to the preparation for the defense of their home country and thus to the increase of the potentially ready for service manpower.

To sum it up, we can say the new training established by the Hungarian Defense Forces has significantly contributed to managing the joblessness generated by the Covid-19 epidemic, offering such a transitory format that may lead to a potential way out at all levels. *Further study on this form (SVRMS) still looks justified, longitudinal research offering new knowledge difficult to obtain other ways.*

Motivation profiles of the military career choice and the transient military service, respectively, shows several matches. Motivations under the codes ENROLLMENT, PATHFINDING and possible **disarmament** nearly show matches, whereas those under FULFILLMENT differ from the ones under VISION. The latter is probably due to the joblessness and its mental factors initiated by the Covid-19 world epidemic. The world epidemic has primarily yielded the good salary and the safe job in both samples, named as Covid- by the participants. Belonging to the community is also a dominant element of both samples, being the basis of ENROLLMENT; this is a significant difference from those soldiers who have served at least five years. Less knowledge about the system of both the crew members and of those in the special reserve, respectively, is shown by the needs appearing in PATHFINDING. Motivations of RESOURCES, the basis of the new need-hierarchy model are similar to those under the ENROLLMENT code of the other two studies, also connected to some motivations under in part TEAM SPIRIT (convergence, teamwork) and in part POWER (military values, defense). Motivations of PATHFINDING are hidden in the model, their satisfaction serves as a drive to other, higher-order motivation levels. APPRECIATION is far less emphasized among those just selecting the military career than for those serving already for five years. Here the knowledge of the system, experiences and overcoming difficulties prevail better than other identified motivations. We must stress that for majority of the participants, FULLFILMENT

represents the essence of the military profession, for which it looks good to live and to serve in the armed forces. To reach this is possible by overcoming the obstacles and by knowing the system, needs present in all the three samples represented by LEARNING and DEVELOPMENT.

### **Self-reflections**

During the research activity I have emphasized the characteristic expectations. For this, I have applied methods not used before in the military context (eliminating name-signs, avoiding reporting and commands), which really helped to form and get sincere opinions. This, I think, was important since in a strongly hierarchical system, adaptation to the expectations may significantly distort responses. I found as a weakness the fact that I wasn't able to facilitate every participant equally to express their thoughts and opinion, and I haven't even possessed any small gifts to represent some external motivation. Because of the different composition of the groups and of the motivation for the military career choice, somewhere it was difficult to open up a secure mental space, to overcome which I have applied some games helping introduction and group forming.

Studies were run during the service of the soldiers at their actual place, which was a strength of the research. My research subjectivism has been decreased by my tutor and supervisor, also a strength of the research providing also validity. To access the research sample was easy as being a soldier myself, also a strength of the research.

Data recording was done systematically, providing options to check and observe. The applied method, together with its strengths and weaknesses, provided the necessary data, having an outstanding significance during the Covid-19 epidemic.

I have followed the triple coding process of the applied GT-method that provided the results using the obtained data. I have strived for the objectivity in getting the results using all available data. In this dissertation, I have tried to show every step of the research, including the topics of the research, the applied methodology, details of the samples, the methods and places of data collecting, the analysis process, the coding and interpreting processes, and finally the results. I have also presented the limitations of this work and placed extra emphasis on separating my own opinion from those of the participants.

I have tried to open up the "closeness" of the military information and to make it possible for scientific researchers to reach and understand these data, representing another, somewhat restricted field. In addition, I have intended to introduce the qualitative design into the research field of the military affairs helping to further improve this area of research.

### **3.1. The David-program conception**

Based on the results I have got the idea that in addition to the beauties of the military track, values identified during the career choice may be chipped or even disappear, appearing mainly in the form of missing appreciation. In addition, based on the fact that the responses of entering crew reflected to weaknesses of the military life and its consequences for the track, I decided to work out and to try a pilot program dealing with the military career image, personality development and career orientation of the youth. I haven't found any similar idea either in the national or in the international literature. The name of the program is related to my grand grandfather.

*Targets of the David-program:*

1. incoming staff
2. serving soldiers
3. students of the military cadet school program

Results of the activity among military cadets (between ages of 14-19) also supported by my superiors (Kun Szabó, 2018) show that reaching the goals presented in the program is a good perspective. Unanimously positive feedback of the students and of their teachers encourage us to set further aims.

*Suggested topics for the military cadet program:*

- How is it to be a soldier nowadays?
- What is career choice like?
- What offers the military force, why is it different from other professions and employers?
- Alternatives of recruitment.
- Vision for the military forces.
- Is there a social gender or not; stereotype or reality?
- What can the military force offer as a grand family?
- What are the staff categories?

Documentation includes the type of the program and the way and intensity of the contacts. Content of the talks is determined by the starting point, the focus and object, the time dimension, aims and topics, and the central problem presented for the group. I think in addition to the number of participants, we should record their activity, behavior, emotional manifestations and



also their vision. These may help the planning as well as the processing of the experiences. In addition to the activity of those being present, the success of this idea requires resources, support by the leaders and recognition of the work of the mentors; further, personnel/organization responsive for the running of the program is essential for the success.

### **3.2.SUMMARY**

The military career-motivation studies summarized in this dissertation have presented the results of a several years long research. As a result, we have created our new military need-hierarchy pyramid model.

In addition, based on the results, we have initiated the David-program. We hope that those participating in this program obtain deeper and wider knowledge about the military career, their doubt and discredits disappear and even turn into curiosity. We also hope that those who participate in this program pass on these possibilities for their social community resulting in the disappearance of old stereotypes, and more and more people would select the military track which is one of the noblest professions representing patriotism.

In addition to this program, we suggest continuing the military career motivation talks for the newcomers aiming to present basic knowledge about the military life.

For further research we suggest areas represented in this dissertation, as summarized below.

#### **Studies about the military need-hierarchy pyramid model:**

1. Studying the relationship of APPRECIATION to QUEST FOR CHALLENGES;
2. Looking for factors behind APPRECIATION, since it is a general and basic element of the need-hierarchy and a basic motivation for those intended to join the Hungarian Defense Forces;
3. Exploration of the motivations for each file types (officers, non-commissioned officers, crew), for each legal relationship (contractual, professional), for each gender (men, women) and for all ages; increasing the possibility of retention.

#### **Studies about those selecting the military track (crew members):**

1. Tracking the life and service circumstances of the soldiers participating in the study in order to see whether their goals would be FULFILLED, and what are their experiences, feelings and thoughts, respectively.

2. To analyze their chance to cope according to their age, gender and education.

**About those in the SVRMS:**

1. After the finishing the transitory form of training, it looks appropriate to see how many of the participants have selected the military career, and what factors were behind this.
2. To conduct a longitudinal research on this field which may yield a lot of new, other ways not available knowledge, like, for example, coping with life problems.

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Magyar Honvédség létszáma:

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