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**Doctoral School of Management and Business Administration**  
**GÖDÖLLŐ**

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**The challenges of the multicultural environment  
among the big companies' managers of Hungary**

Theses of PhD dissertation

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## **1. The antecedents of the work, the aims**

My PhD paper presents the results of independent research which was announced by Szent István University Doctoral School of Management and Business Administration. The title is the following: The challenges of the multinational environment among the big companies' managers of Hungary.

I choose the multinational environment as the topic of my research and it within the Hungarian's and foreign managers' world to shed light on the tasks that we have to solve it, that the workplaces developed by these companies remain on a long distance, work, opportunity, international career etc. offered a lot for many employees.

I have actually formulated the significance of the research topic, its strategic importance considering the future.

I looked for the answer for it among other things, how the Hungarian and foreign country leaders can work together in the multinational environment. How they handle the differences is one of the cornerstones of the successful cooperation. The multinational companies not only their capital, but their values, their style of management and their methods are brought which coincide with the domestic ones in the rarest case only. The key factor of the success is that the multinational companies' leaders sent out reject the distinctness experienced on Hungary, or they try to utilize them and to exploit them. Though this not only from them, but depends on the subsidiary companies' Hungarian leaders and employees too. But have we already learned what our role is in this process, are we capable to see forward, to learn from the mistakes what we did before.

The political transformation has already happened but the pawn of the success resides in the change of view what brings up a lot of questions: are we able to take over the international thinking, to acquire the abilities that the multinational environment requires. Are we equal, do we feel equal and what the foreigners have an opinion about us in this concern?

The misunderstandings deriving from the distinctness of the culture affect the human contacts more negatively, than the purely lingual because the partner's personality is affected directly. Are there frictions, misunderstandings, negative touches on a sign on the examined area?

It's fact, that the diverse groups achieve the best results because of the different cultural background but the worst results too, while the homogeneous groups perform averagely. Can we take advantage of multicultural environmental at home, what is our relation with other colleagues deriving from another culture?

Appears as a natural claim to take advantage of high-qualified workforce in a bigger measure by the multinational companies working in our homeland. To this it is necessary to draw up that human strategy and by this the high-qualified workforce may to come into the foreground gradually. Both halves have to make a serious effort in his other cognition, the conservation of the values, tolerating the differences. Nowadays the most important question, how Hungary finds his place in this complex integration. Where are we now?

I digested the topic bought in the extended meaning systematically before the actual research.

The literary overview begins with the culture researches deploys the fundamental, indispensable authors being attached to the topic in the mirror of their thoughts, their theories, their dimensions.

First I introduce the organisations of the international environment as the presentation of the multiculturalism, then I shed light on the role of groups' being more cultures significance growing steadily observing that the groups consisting of the many nationalities are seen for much more important one, for more efficient one in certain cultures, than at us. Following this I dissect the common dots, the most current questions. The literature is so rich in this topic, that my heaviest task was the think in the completion of the synthesis.

I elucidate concepts of the international manager the intercultural competence which need to get a good position, the opportunities of the acquisition of this, its different stages, the international manager's role from more aspects. The literature adventures end with the treatment methods of the cultural differences finally. I consider this topic immense important and current because in this suddenly dilated world we get into contact with others deriving from another cultures continuously. We feel it, we realize that we have to respond in the interaction somehow at the same time, but this rather instinctive, than conscious. I mean: the treatment of the differences did not infiltrate the organizational culture yet functionally.

Just because of this I reveal what are the possible variants of the treatment of the frictions, what kind of benefits or disadvantages. So at least we can definable where we are currently and the efficient, exemplary stage is visible according to the successor, my hopes.

In the empirical research onto more questions – in harmony of the literature – I was looking for the answer. It is concerned firstly whether the elements of the intercultural competence are at leaders' working in multicultural environment disposal of Hungary. The theory mentions more characteristics, abilities, skills which you can examine objectively like the elements of competence of the integration or the affiliation.

My curiosity brought it to the surface among other things in this topic so, that the managers working in our homeland (foreigners and Hungarians) how individual background is at their disposal. Inside this it, that whether their childhood, during the public education, or the cultural variegation was experienced on their workplace only already or even in all three cases, and do these effects influence their work, are they successful in the multicultural environment.

I examined the assumption that the selection of the leaders getting into the foreign country mission at the multinational companies is professional in the additional ones, I mean the international manager's intercultural competence is taken into consideration during the selection process. I think the selection of a crucial strategic step and I feel it doesn't get as much energy as it would deserve. They may be the consequences of a bad decision which cannot be realised though. My next assumption the multinational companies' leaders of Hungary as an international manager – foreigners and Hungarians equally – the most suitable ones onto the leadership. I look for the answer for those questions, which are connected in the home multinational firms and their leaders.

A problem revealing research was the aim of my examination, because I may not have planned representative research in the deficiency of resources. On the other hand I had an opportunity by way of my students' help. A fairly rich substance like that got into my possession so in spite of that it is not a representative research, but may lay the foundations for additional researches.

I expect the results of the empirical researches from a scientific viewpoint to call attention to the significance of the elements of intercultural competence, to confirm those results of the research which are considered essential existence of these competence elements in the international and multicultural environment to happening working.

At the same time I am waiting for the results of the empirical researches to manifest the deficiency of elements of the integration unambiguously. These elements aren't the Hungarian and the foreign leaders' disposal currently, or just in a little measure. Therefore they are not able to take advantage of cultural variegation. On the other hand I try to show those virtues, procedures, solutions which function well. It is necessary to protect these ones as a value, and to ensure their continuous maintenance. I wish to give a direction and a method to the reasons of the strengths and weaknesses in the look following his exploration, how it is possible to eliminate the deficiencies under shorter time. If the viewpoint of the managerial selection is the dominant presence of more elements of the intercultural competence than the treatment method of the cultural differences points will be beyond the ethnocentric phase for this manager. Knowing the elements of intercultural competence of the managers I make an experiment to make a map a cultural strategy handling differences, like the omission – minimisation – exploitation.

I wish to verify the intercultural competence can be acquired with the exploration of individual and workplace environment, what the childhood family and school environment influences strongly.

I wait for the demonstration of astonishing ignorance about the Hungarians but this scope of problems demands much wider research, than my paper.

## **2. Substance and method**

### **The questionnaire method**

The questionnaire survey is the most widespread procedure of the empirical social science researches. [Horváth, 2004] After examination of the Hungarian and foreign literature and the draughting of the research aim I decided beside the questionnaire method, because I had got neither human, neither technical, neither a material resource for the planned examination, therefore an other method may not have come up. This fact projected ahead that there is not possibility for representative research. Taking notice of these conditions I decided to use the university frameworks and I devote it to my own weal.

I continued preparatory and discovery talks on the one hand with my colleagues, on the other hand with my students who helped me in the examination later. I found providing for the validity of the data necessary since students collaborated in the questioning. In a first step I kept training for them where we talked over the content of the questionnaire then we fixed the procession of the structured interview. I called their attention for the mistake opportunities of the questionnaire. We talked over the possible problems of the question, the interrogator and the respondent, I mean the measurement errors. We used English and German questionnaire beside the Hungarian variant.

After the preliminary trial we valued the results of the testing, we deducted its morals, then I refined parts of the questionnaire. The questionnaires were filled by 3rd 4th and 5th year students of Szent István University. The students visited the selected companies, their Hungarian and foreign managers personally. In the filling of the questionnaire – mainly in the foreign managers' case – the students' language knowledge was important. The filling happened in two ways: the asked manager filled in the questionnaire with his own hand or the student executed the task in the framework of an interview. I checked the sampling randomly and on the other hand I provided a continuous consultation opportunity onto that possibility of unexpected question. The questionnaire survey falls on the period between 2006 and 2008.

The sampling population of my examination are the leaders – Hungarians and foreigners – working in multicultural environment of Hungary. The aims of my sampling were the sampling population's cognition, the exploration of their common features in the frame of a not representative but problem solving pre-research.

According to statistical data the numbers of multinational companies working in Hungary were 8–900 between 2006 and 2008. I was struggling along, that the number of the asked firms will be 10% around 100. The students approached altogether 97 multinational companies with the questionnaires. It was my request in the case of each single company that foreigner and Hungarian managers working together ought to answer the questions, so 3-5 questionnaires arrived back averagely from each company.

I used the even comparison method for the Hungarian and foreign managers' answers in the course of the analysis because the differentiation of these two groups is an existing category. There was need for the foreign leaders getting one group because more than twenty nationalities appeared in the examination. The culture examination of this coloured palette would have demanded much energy on the one hand the received results would not have given reliable indicators on the other hand because of one or two persons from one culture. Because of this, when I take the foreign leaders under a microscope in my examination, I attempt to demonstrate that this is just an average, and may be differences, in the nationality, country and region equally.

### **The structure of the questionnaire**

The questionnaire consists of two big units. In the first part there are personal statistical/demographic data like sex, age, marital status. I waited for an answer from the companies: from their character, their size, their activity etc. There are questions opened mainly in this chapter that in the course of the processing – in case of need – I ordered it into groups. The questions provided an opportunity with a wide circle in the course of the processing onto the cross analyses: to examine the same question, to value the results according by sex, age, nationality etc.

The second unit of the questionnaire is onto four chapters decomposable, the justification of the hypotheses and from the aim of his refutation. From among the questions I used the scale with 7 grades in some predominant parts to be decided. The 1 grade means: not, does not agree, it's not true, while the 7 one means: yes, affirmatively, true. I selected this ttype of the item, because I can present the agreements and distinctness more nicely. My research was prepared an aim of problem revealing; therefore the questions are about opinions, values, behaviours, attitudes, but not about knowledge. The scale of questions shows symmetry from a typography viewpoint so it does not influence anybody visually. The draughting of the questions and the statements I aimed being clear, brief and unambiguous for every reader. It was an important viewpoint in order for a sentence to imply only a statement exclusively.

## **The fixing of data**

The quality assurance expanded on the fixing of the data. I accepted an economic statistician colleague's proposals in the editing. I numbered each questionnaire mechanically, I systematized them, I accompanied the fixing with attention, I checked it with a spot test.

I prepared the answers in Excel: with the help of codes in the case of text and in a scale system when I had got marks. The answer data of grade examining questions was a plain and unambiguous task. The text answers mean neither composing nor sentences. Their function was to mark for example the nationality. I worked up all of the data of the questionnaire. It turned out however during an analysis that there were one or two questions that were not unambiguous despite my largest effort, so I had to omit these questions from the assessment.

The receiving substance in the questionnaire was prepared in SPSS 14 version by my economic mathematician colleague's help. The statistical methods applying in the research are the followings: plain descriptor statistical indicators (the average, the scattering), depiction methods (boxplot, histogram, circle and bar chart), one factor variance analysis (ANOVA) and the ordinal regression.

## **The presentation of the research sample: personal data in the connection of the leaders**

### **Sex**

The examination of the male-female proportion is really interesting if we make the research in a country that shows manly values unambiguously. We know it by the results of the different culture researches, that this is typical of Hungary in a full measure. The GLOBE results show it: 3,73 national ones, 3,62 the organizational value. [Bakacsi, 2002] Therefore it worth to examine the male-female proportion among the Hungarian and the foreign country leaders' working in our homeland. The men's number higher, I mean 64 – 36 the proportion in favour of the men, inside the Hungarian leaders 59 – 41, and among the foreigners 75 – 25. There are men 3/4 parts of the foreigners.

Concerning the Hungarian female leaders' number – at least in the case of these companies –, is verifiable, that the above statement, that the manly values are typical of our country unambiguously, is unjustifiable.

## **Age**

Earlier the top position was typical of the elderly in our homeland and nowadays after the political transformation younger and younger leaders get confidence due to the multinational companies bringing the foreign country. So it is worth to watch what the data showed at the time of the survey.

The respondents' age falls into the interval between the 22 years and 66 years. According to the three categories – set up by me – the ones under the 30 years are 21%, the ones above 50 years are 17% and the others are between 30 and 50 years in 62%.

Inside this the Hungarian leaders' distribution is according to these three categories: 19 – 60 – 21%, the foreigners' though 25 – 65 – 10%.

The managerial arrangement is higher among the young foreigners than the Hungarians', but after sixty is much lower.

Looking at the leaders' age you can see that all the men and all the female leaders' average age are 39 years.

The foreign country leaders' average age are 38 years, the Hungarian leaders' are 40 years. There is not a big difference in this look.

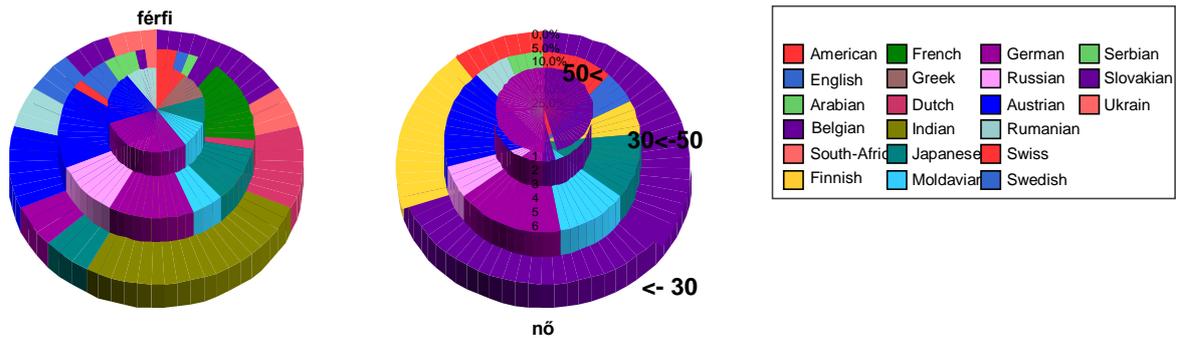
This result confirms Barsoux's statement [1997] what can be read in the literature: no wait for their 45 year ages but to expose them to international experiences. And what is really happy, this statement of the author was born in connection with using the cultural differences as a benefit.

## **Nationality**

The nationality is a watershed because it distinguishes the two big groups – Hungarians and foreigners – unambiguously, and it provides additives on the foreigners: from where, how many, in a what kind of proportion they arrived to us, is there a contact between the proprietary nationality's and the employee's nationality. Furthermore shows which cultures are necessary to pay attention in case of crosscultural problems.

The respondents' proportion – Hungarians/and foreigners is: 66 – 34. The foreigners show a very variegated picture. The following countries/nationalities are represented in a bigger number at the multinational companies in Hungary: German – 13,8%, Austrian – 13,8%, Belgian – 11,2%, Japanese – 8,6%, French – 7,8%.

The Germans in an equal proportion sent man – female leader, at the Austrian ones, the Japanese and the French more the man, at the Belgian ones much more the woman. It is interesting, that women under 30 or above 50 arrived from few countries relatively, but in men's case the palette is much more coloured. The younger foreign man leaders undertake a mission more than the female ones. (1.diagram)



1. diagram: The foreign country respondents' distribution according to nationality, sex and age

### The presentation of the sample: the examined companies

The interpretation of the five categories granted by us caused a problem in some cases, the leaders of the same company marked another category. The five categories are: domestic, exports/international, multinational, global, transnational company.

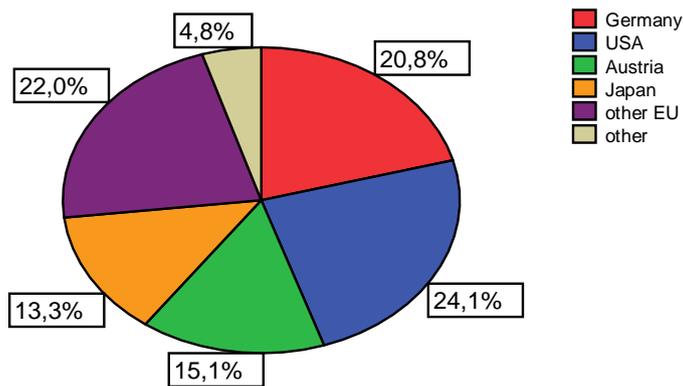
It was the aim for us whatever that the multinational companies give the bulk of the examination. This was a much clearer target group at the time of the departure of the research, but by today the global and transnational company was promoted an independent category.

There is present in the next forms according to their character: Domestic company – 4%, exports/international company – 7,3%, multinational company – 81,2%, global company – 2%, transnational – 5,5%.

The company's size: the multinational companies are with staff numbers exceeding 250 heads generally in the Hungarian economy, therefore I asked about the number of these companies' employees. The companies' size: 1 – under 50 heads 5,1%, 2 – under 250 heads 10,2%, 3 – above 250 heads 84,7%.

The company's property form: we know the largest investors, who created multinational companies in our homeland in the form of capital import. We were curious about what this combination is like currently according to the greatness of the initial capital. (2.diagram)

American property are the companies almost their quarter, with a German property the companies 1/5 parts. The Austrian and Japanese property is considerable. EU countries – two above exceptions – play role in quarter part and the other categories put out just a few percents.



**2. diagram: The distribution of the companies involved in the examination according to a proprietary circle**

Scope of activity: beforehand we may have already known that the companies' big part is active in the industry We used KSH (Central Statistical Office of Hungary) categories for the classification of the sections.

According to data of KSH the big companies play role in the processing industry in 58%, the electrical energy, gas-, steam-, in a water supply in 5%, so in the industry in 63%. In my examination the industry is present in 65%. These sections are the determining ones. It belongs to an industrial section the examined companies' three fourths, and into the service – telecommunication, financial activity – hardly one fourth part of them.

### 3. The results and the new research results

*Those leaders have a bigger proportion of the elements of the intercultural competence whose childhood family and school environment were multicultural*

I presuppose that the presence of the more cultures is less typical of the Hungarian leaders' childhood environment than foreigners' working in our homeland. The Hungarian leaders' had fewer opportunities gave to be in contact with the otherness during their studies. (from primary school to the university) Based on the results verifiable, that nearly the part of a quarter of the foreign leaders uses another language from their childhood apart from their mother tongue. In the case of them (40%) can be found ascendants speaking another language with another nationality in their families. On the other hand 90% of the Hungarian leaders did not hear or speak another language in their family environment. A quarter of the Hungarian leaders have other ascendants speaking another language.

The country affiliation (Hungarian/foreigner), and with the other culture truth there is a direct proportion between a childhood contact. I verified that the respondents who were in contact with other ones belonging to a culture in their childhood are opener statistically onto the multicultural environment.

**The new statement:** the men more responsive for the multicultural environment, than the women, the age does not have a demonstrable effect on the establishment of the susceptibility for the intercultural environment on the other hand.

In the examination of the individual competences the next step the school provided it his survey was an opportunity. We established that recognising other cultures was few of the Hungarian leaders' opportunities relatively in the course of underwear and their secondary studies, obtaining experiences in the different cultures was so many of the foreign country leaders' opportunities three times in the course of their higher studies, than their Hungarian companions. My assumption proved true here.

In the multicultural environment employed Hungarian leaders' family, school environment did not provide considerable help in their past it, that let it be able to be permeated between the cultures, since onto the families the homogeneity was a nationality in the course of a feature, their school studies in his look though – the pupil started because of an age until the degree acquisition – being in contact with the other culture was not typical.

They have to reckon with that fact in their present however despite all these, that the foreigners are looking for it in a strange country – like this in Hungary –, for

the Hungarians they have to accept the foreigners' presence on the domestic workplaces though.

***The adulthood family and workplace environment influences  
the leaders' intercultural sensitivity strongly***

If the leaders did not get the multiculturalism as a present from their childhood environment or from their schools it is turn of this on their workplace then. It both of the leaders' groups – foreigners and Hungarians – agreed, that the career starters claim it – as the process of becoming the international manager – the missions.

Because of that key issue caring about the fresh degree ones, because he is it their future, their view, the their relation to the multiculturalism influences largely, a what kind of strategy the present leadership considers one to be observed how. I judge it in such a way based on the results that there is an agreement in this question, and the young persons are encouraged unambiguously on one measured against their opportunities so the at what onto previous foreign country employment inside the company.

And this is neither to be neglected, that the prospective managers – knowing their opportunities – consciously, they may prepare for their selected profession concerned even more consciously. It is necessary to the multicultural environment for the present examination of competences his results indicate that those leaders, who were in contact with other ones belonging to a culture in their childhood, opener, they work in multicultural environment rather, the row of their work less the conflict with the ones belonging to the other culture.

The intercultural differences acquired his treatment in a very little proportion in childhood, you are underwear and secondary one in pupillage. Their higher studies got the hang of the theory on his row, but this does not covers the manner of the acquisition of expertise in the topic.

**The new statement:** the important knowledge of multicultural cooperation all the Hungarian leaders, all the foreigners were acquired int the workplace experience, in the course of a workplace training in a certain amount of sections, and with efficiency.

Inside the individual competences the next examination onto the adulthood environment, the leader concerned his family, that is some, his children inside this. The results indicate that the Hungarian leaders' partner tolerates the foreign country employment less, than the foreigners'. The fact that the foreign country employment is positive unambiguously in the foreign leaders' family lifestyle justifies this, motivator factor, this touches the Hungarians in a medium measure hardly only till then.

I found it as an explanation, that help is not really received in their companion's employment in case of the foreign country employment from the company: the data show it unambiguously, that the foreign country leaders more than they helped in any kind of manner on this space for his half, and who claim the assistance resolutely, it the foreigners' tenth. The result that the foreigner is leaders' half only supports this – in as much married – brought his companion, his family.

*The selection of the leaders getting into the mission happens to the respect of the intercultural competence: the emissaries got ready, they were prepared for the working happening in the other culture concerned, the cultural shock, and onto the treatment of the cultural differences*

I presupposed it, that onto the foreign country working a happening selection happens to the respect of the newest research results, i mean it is measured the intercultural competence the existence of elements, it is qualified being due to them. They take the individual background, the adulthood environment into consideration at the same time. To the foreign country employment essential training – the intercultural communication – in the candidates' possession yes.

**The new statement:** the foreign country leaders are rather together with their Hungarian or companions with an other nationality at the Hungary multinational companies, than the Hungarian leaders with them. The Hungarian leaders one fifth claims that they do not work with pleasure together with a colleague arriving from an other culture unambiguously.

I examined it in the successors, that to the multicultural environment from competences – than the totality of characteristics characterize an international manager – as what the asked leaders have an opinion, and in a what kind of measure it is considered a feature, for important one. Both groups agreed in the importance of the interpersonal skill although the foreign country leaders consider it more important one, than the Hungarians. In case of the lingual skills similar two groups of his opinion, the foreigners value this at taller one at the same time.

Verifiable, that all the Hungarian, the foreign country leaders all speak foreign language apart from their mother tongue. Agreement with what it is possible to symbolize that it is necessary to acquire some expressions as a gesture is in it towards the local ones, we handle them for equal one in order to accept it. Since his knowledge with a smaller level being equal to a nation's language demands much energy, which is not safe,, that the foreign country manager fits into his time. In as much on the other hand yes, it is necessary to appreciate it!

The Hungarian leaders almost 1/10 of his parts do not consider it important altogether for them to be able to talk with the local ones in case of foreign

country employment. It is necessary to examine this negative behaviour. I think that somebody else is the person who works with pleasure together mother tongue, it feels an inner claim rather that way, that they let him get to know his language, his culture better. The motivation of the foreign country employment is essential in the interest of the forming of the harmonic working relationship.

There has to be an important factor at the time of the selection of the foreign country employment likewise, indeed already at the time of the submission of the application, that let the managerial appointments come into existence taking these factors into consideration. The elasticity, the patience and respect, and forming a judgement on the empathy was similar, and the foreign country leaders value the existence of these characteristics at more in all cases on an interesting manner, than their Hungarian companions. This is visible in case of the recreation likewise.

The humour is only what the Hungarian leaders value at taller one the foreigners.

The previous we look at it after two, the results concerning the competences, as what putting the international manager into multicultural environment, that is the selection himself was put into practice. I examined the foreign country leaders' opinion here.

**The new statement:** a viewpoint was not the foreign country leaders' existence in the course of selecting them for Hungary for the elements of the intercultural competence, their examinations.

The dominant factor was the theoretical one, the vocational preparedness during the selection, not though the existence of the managerial competences. At the time of the leaders' appointment the characteristics that we think of one which cannot be released – relationship-building, empathic etc. – a role is not really played in the selectional process.

The literature corroborates the fact that this works so in our homeland, but we believed it, that at those multinational companies, where the subsidiary companies' multitude appears, at the time of the selection much more cautious.

***The leaders the manner of the treatment of the cultural differences depends on the quality of the elements of intercultural competence***

The next results emerged in the course of the analysis of the service competences of the cultural differences. Both groups admit that the encounter of the different cultures is a pregnant process with conflicts, but the measure of these conflicts, the quality, onto the surface it is not possible to foresee their form.

The foreign country leaders most strongly they are keeping up with from that direction, that in as much the cultural differences are not handled, it hits back

onto the productivity, the profit, the establishment of their business life, while the Hungarian leaders almost 1/5 parts do not believe it so.

We may have seen that the foreigners' international experience is much bigger already in the previous ones, than the Hungarians'. Maybe that sharp difference his explanation, that while the foreign country leaders' big part confronted the losses following from the cultural differences already, till then the Hungarian leaders – lacking an experience – it is believed so, that this factor does not play an important role here.

The Hungarian leaders are quite sceptical in connection with the usefulness of the values residing in the multicultural environment. Whatever thought-provoking, that those who reject the strength of this variegation, the energy residing in him in a full measure, how efficiently their environment is able to be directed, and as what the daily frictions are able to be handled.

Verifiable, the patience for the foreigners more important, than for the Hungarians. Both halves consider recognising each other's culture important one unanimously, some doubt merely in the Hungarian leaders' case can be observed: close their tenth judges it in such a way that this is not necessary. This anyway because of that difficultly acceptable, drawn little nation/country being we have to confront it continuously, that big nations, countries of the world are in the shop-window, their culture, their history etc. are known for others.

We believe it, it is necessary to respect the person who shows expressing an interest in a little country. Let us, the little countries' representatives stick together though on the other hand, let us express an interest in the rest of the small one! Both managerial groups are on the opinion that an international manager has to know the determining elements of the cultural differences, in spite of that into a culture let him become absorbed, so a general culture view has to be at his disposal, let him get anywhere so, can apply this knowledge of his.

**The new statement:** this topic the fact that the multicultural environment got it brought me to that inference at the time of his examination the managers did not realize challenges yet. The competences that the trade classifies as one which cannot be released quasi, neither the Hungarian, neither in the foreign country leaders' thinking not yet unambiguous, not realised. I feel it so although their attitude is recipient, they are not getting ready adequately, prepared.

In as much the opportunities at what his more efficient utilisation the aim, it is necessary to sow all device that furthers this into half an ounce still then. For the multicultural companies' leaders not only the selection is needed so much more cautiously to act, but to accompany the managers sent out with attention whether everything is done in the interest of it, that the cultural differences got it frictions it is resolved, the values though no it is brought to the surface only, but it is protected, and let it be devoted to their own profit.



## **4. Proposals, the utilisation of the dissertation**

### **Towards the family:**

- Although it is necessary to keep the families' sovereignty between circumstances on all of them, my proposal it, that mainly the Hungarian leaders, let their family be brought if they have an opportunity for the foreign country work, creating environment like that for their children so, what affects their career choice positively in the later ones
- Let people who checked against some, their family members beforehand in this question apply for a mission.

### **Towards the education:**

- The results of the research constructible into the single subjects of the higher economic trainings – for example international management, international communication, international human resource management – , that let the prospective employees, later leaders be allowed to prepare themselves, themselves for the challenges waiting for them, in as much they wish to settle down in international labour markets.
- Primarily the business BA/BSc and on MA/MSc classes, and in the framework of various postgraduate trainings applicable the results of the research. To the realisation of this I suggest the compilation of a training program like that, which gives the international manager's competences acquisition furthers it, and explains the benefits of the usage of the competence mostly, and the disadvantages of his deficiency.
- Since it is intercultural knowledge, I mean the foreign country and Hungarian leaders find finding one's way in the diverse culture necessary equally, confirms us our views in it, that the theoretical bases even more systematically, practically we convey it to the students in order for it to be allowed to be complemented with their later workplace experiences, let them be deepened.
- For the education, but the higher training plays a very big role in it mainly, how his prospective citizens hold out as what in the business life, mainly in international environment. We have to shed light on those crucial elements in the framework of the subjects, that the challenges of the multiculturalism are able to be handled in the course of the later ones in his possession, and we have to give an opportunity beside the theory of course, it is experienced on their own leather in order for them to

experience it – on exchange programs, professional practices, trainings –, as what it is possible to transplant the learned ones into the real situations. Increasingly more opportunities present themselves although the registration staff numbers cannot be charged because of the deficiency of the language knowledge many times in the higher institutions: while the listeners' mass knows the English language, the French, Spanish and other languages only their fraction, they miss a number scholarship, opportunities because of this. Let us favour them beside the English in the acquisition of the other languages.

- We promote it the underwear and in middle level schools the exchange programs, that for the children at what let them have an opportunity to spend rich time together in long-shorter experiences starting because of a smaller age like that his company, who arrive from an other culture. This early experience helps the development of the listed abilities in the personality on a large scale.

### **Towards the firms and Human Resource Management:**

- The selection the candidates applying for a job in foreign country or multicultural groups have to examine the family environment according to the elements of the intercultural competence. Let even more attention be paid to the quality of these competences at the time of a female leader's appointment.
- There is need for the family background, the companion's support in the mission. For the family members, with a strange look onto the partner, they have a demand just like that for the self-realisation, possibly onto the career, than for the leader sent out. The competing, it is necessary to expand the conditions in this direction.
- Let the training with a character like this receive place in the company's human strategy in the interest of the affirmation of the elements of the intercultural competence, his continuous maintenance, even course, even in the framework of a training. Let it be sent onto demanding, efficient courses their employees.
- A training program like that furthers acquiring his compilation, which gives the foresaid competences, firstly, and explains the benefits of the usage of the competence mostly, concerning the disadvantages of his deficiency. It is possible to think about the manner of the training after these: course, workshop, training etc.
- In the course of the selection at what it is necessary to write a fair copy before, that to collaborate with necessary ones deriving from an other

culture complex in the prospective work, or neither. Those who reject it the cooperating, it is necessary to filter it out, or with a task like that to trust, where he does not frustrate it by his behaviour his environment. The human resource it is necessary to develop an expert group that is able to filter it out inside management from among the candidates the most suitable ones.

The procedure may be successful then, the employers are all aware of the expectations, abilities, competences if all of them are the applicants, what the multicultural environment requires. Not to know these competences merely is needed, but it is necessary to acquire it – in as much necessary, with help. It is necessary to translate much bigger attention to this in the future.

- It is necessary to filter those who are his prejudice, his inexperience out stb. the positive establishment of interaction is hampered by it, and to make changes in these attitudes with the suitable, efficient devices.
- With the opportunity of the foreign country experiencing to win the best young career starters on the one hand, on the other hand at the time of the professional development of the company's leaders into attention to have bought their claim of adaptation of multiculturalism, their practice, and to select the efficient training admonishing the person.
- Since we face a layer like that in the Hungarian leaders' group (10-15%), the one that rejects the necessity of the above competences in a full measure quasi, it is necessary to filter it out, to find that environment for them then, in what they may work the most efficiently. But it is not necessary to amount to them in the course of this work the multiculturalism, it is necessary to reveal it at the same time, and to remedy the reasons according to an opportunity.

The Hungary multinational companies' leaders to confront plan with those revealed, results received in the examination, that on the one hand with them, they are with their company in a contact on the other hand. The practical realisation of this happens in the form of a publication.

To pass the causal connections opened up on in the framework of managerial professional developments, trainings, presentations, I wish to discuss it with the local and foreign country leaders of the multinational companies settling into our homeland equally.



## 5. The register of own publications in the topic

### Journal articles

1. **Rudnák I.:** The challenge of multiculturalism in Hungarian companies. **Kommunikációtechnika.** Recipient declaration enclosed herewith (2010)
2. **Rudnák I.:** Gondolatok egy évfolyam beadandó dolgozata kapcsán a helyesírásról, a stílusról, a formai igényességről. **Szaknyelv és Szakfordítás.** ISSN 1587 4389 Recipient declaration enclosed herewith (2010)
3. **Rudnák I.:** The selection process in theory and practice among international managers.. MIAU. No. 136. 2009. december, **1-5.p.** ISSN 14191652
4. **Rudnák I.:** A kiválasztás szempontjai – vizsgálat a Magyarországon működő nagyvállalatok nemzetközi menedzserei körében. Humánpolitikai Szemle, XX. évf., 6. sz. **4-16.p.**, 2009. jún. ISSN 0865-7009
5. **Rudnák I. – Fakó R.:** A kulturális különbségek kezelése egy japán multinacionális cég magyarországi leányvállalatánál. (2009. nov.). HR.portál. (HR Portal own articles are at a standstill under copyright, like this they his various second edition exclusively with the proprietor's written consent it's possible.) <http://www.hrportal.hu/index.phtml?page=tanulmanyok>

### Conference publications (Hungarian language)

1. **Rudnák I. – V. Bellász Zs.:** Az interkulturális kommunikáció szerepe a külföldi hallgatók személyiségfejlesztésében. A regionális fejlesztés perspektívái a régiók Európájában. Nemzetközi konferencia. Gödöllő, 2005. március 18-20. **134-137. p.** ISBN 963 9463 52 4
2. **Rudnák I.:** Hungarológia a XXI. században. A magyar mint idegen nyelv oktatása a gödöllői Szent István Egyetemen. A Balassi Bálint Intézet szimpóziuma, 2002. május 31. A Balassi Bálint Intézet évkönyve. Budapest, 2003, **164-167. p.** ISSN 1589 8180
3. **Rudnák I.:** A vizsgáztatás, tudásszint-mérés, követelményszintek meghatározásának elméleti és gyakorlati kérdései a magyar mint idegen nyelv vonatkozásában. Előadás. A magyar mint idegen nyelv oktatásának helyzete Magyarországon. Konferencia Balassi Bálint Intézet szimpóziuma, 2001. május. Intézeti Szemle. Tudományos és módszertani folyóirat. 2001. XXI. évf. **97-104.p.** ISSN 1416 5643

### **Conference publications (foreign language)**

1. **Rudnák I.** – Zaharcsenko A.A. –. Pahunova R.N: Rol kulturnoj kommunikacii v ekonomicseszkom obrazoványii inosztránnih sztugyentov.. Moszkva, 2007.04.22. **60-64.p.** ISBN 978-96 75-0161-6 (**Russian**)
2. V. Bellász Zs – Dunai A. – Török G. – **Rudnák I.** – Pahunova R.N. – Zaharcsenko A.A. –Ruban M.Sz.: Ekonomika razvityija regionov i gorodov Vengrija. 2007. Moszkva, 2007. ápr.22. **11-16.p.** ISBN 978-9675-0161-6 (**Russian**)
3. **Rudnák I.** – Bellász Zs.: The role of communication in the development of foreign students personality.. WEU III. International conference. 2006.04.6-7. **100-103.p** ISBN 963-9364 67-3 (**English**)
4. **Rudnák I.:** Роль интеркультуральной коммуникации в развитии личности иностранных студентов.. Előadás. Oroszország, Kosztroma. International conference, 2004. 05.13-14. Vol. II., **83-86.p.** ISBN: - 5 - 93222 - 076 -7. (**Russian**)
5. Lehota Á. – **Rudnák I.:** Comparison of Hungarian and German Corporate Cultures on the Basis of Trompenaars' Cultural Differences Model. International conference. SZIE. 2004.09.28-29. Vol. 1. **418-422.p.** ISBN 963-9483 43-7ö, ISBN 963-9483 43-5 (**English**)

### **University note**

1. **Rudnák I.:** Nemzetközi kommunikáció. SZIE. GTK, Jegyzet. Gödöllő, 2010. **108 p.** (6 ív)
2. **Rudnák I.:** Üzleti kommunikáció. SZIE GTK, Jegyzet. Gödöllő, 2009, **227 p.** (14 ív)
3. **Rudnák I.:** Személyiségfejlesztő kommunikáció. SZIE. GTK, Jegyzet. Gödöllő, 2009, **109 p.** (6 ív)