THESIS

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Business Administration and Management (BSc)

2023

Hungarian University of Agricultural and Life Sciences

Szent István Campus

Institute of Agriculture and Food Economics

Business Administration and Management (BSc)

Thesis Title: Integration to foreign societies

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2023

Dedication

I dedicate this research whole-heartedly to my parents for their continuous support in whatever I choose to do in life and for their constant encouragement and understanding.

Acknowledgment

I would like to express my thanks and gratitude to all those who assisted me in completing this work, especially my direct advisor Dr. Rudnák Ildikó who contributed to the process of completing the research by providing me with ideas to better understand the problems and reflect on them accordingly.

Abstract

In an era of unprecedented global interconnectivity, business expansion into foreign societies has become a defining feature of the corporate landscape. Integration of these businesses into diverse social, cultural, and economic contexts is critical to success, but it is fraught with multiple challenges and opportunities. This thesis delves into the complex dynamics of integration into foreign societies, providing a comprehensive examination within the realm of business administration in Hungary. It aspires to shed light on the critical factors that shape the integration process, identify key drivers and barriers, and chart a course towards not only improving integration but also realizing its transformative potential in Hungary.

The research highlighted the most important recommendations in the need for the owner to support diversity in the organizations through the human resource sector in the organization to use good means and developed planning and management methods to attract many employees with the best quality of their potentials for the best to achieve highly competitive to achieve profit.

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Chapter 1
General Framework

1.1 Introduction:

Expansion into foreign markets is critical for growth and sustainability in our globalized world. While globalization has made it easier to cross borders and enter new markets, true success necessitates more than just having a presence. Foreign society integration refers to the complex process of adapting and thriving in unfamiliar cultural, social, economic, and legal landscapes. This multifaceted approach goes beyond simply entering foreign markets and includes factors such as cross-cultural communication and navigating regulations.

Integration into foreign societies presents significant opportunities and challenges for businesses in Hungary. This process fosters economic growth, knowledge exchange, and cultural diversity; however, it is complex and necessitates smart strategies, innovation, and a commitment to ethics and corporate social responsibility. This thesis investigates the integration challenge's intersection of international business, cultural diversity, and societal impact. It seeks to identify the factors, drivers, barriers, and successful strategies for foreign society integration, thereby providing a comprehensive guide.

The journey of businesses integrating into foreign societies is a complex one filled with triumphs and setbacks. The chapters of this thesis will navigate through the intersections of culture, ethics, diversity, and management, illuminating the path to effective integration. In doing so, they hope to provide businesses with the insights and wisdom they need to thrive in foreign markets and have a positive impact on the societies in which they operate.

1.2 Study Problem Statement:

In the globalized economy, integrating businesses into foreign societies, including Hungary, poses a complex challenge. The study problem is framed as follows: "Globalization requires organizations to expand into foreign societies while effectively integrating within them." This necessitates identifying key influences on the integration process, where businesses face both challenges and opportunities. This thesis aims to comprehensively explore these dynamics, understanding the factors shaping business integration into foreign societies and revealing strategies for improvement.

Questions:

The study problem is summarized in the following question: "How can businesses successfully integrate into foreign societies, and what are the primary factors for effective integration within the field of business administration?". Also, this main question is divided into a series of sub-questions:

- How do businesses manage cross-cultural communication effectively to improve integration into foreign societies and is it successful or not?
- How do practices of diversity and inclusion in business affect integration into foreign societies and what are the challenges from these practices?
- How much influence does ethical corporate behavior have on integration into foreign societies?

1.3 Hypotheses:

Study hypotheses will be determined considering the problem covered by the study as follows:

- Effective cross-cultural management and communication are positively related to the level of business integration into foreign societies.
- Proactive diversity and inclusion practices in the workplace have a positive impact on the degree of integration into foreign societies.

Each of these hypotheses serves as the foundation for my survey questions and data collection in the study. They address critical aspects of foreign society integration and can provide valuable insights when supported or refuted by empirical findings.

1.4 Objectives:

- A comprehensive investigation of the formidable challenges that businesses face as they embark on the journey of integration into foreign societies.
- An in-depth examination of the roles of cross-cultural management and communication in enhancing and facilitating the integration process.
- A detailed examination of the impact of diversity and inclusion practices on foreign societies' seamless integration.
- The identification of outstanding practices and strategies to guide businesses in their efforts to integrate effectively into foreign societies.

The importance of study:

For several reasons, the study of "Integration into Foreign Societies" in the context of business administration is critical as below:

- Understanding the integration process is critical because it has a direct impact on the success and sustainability of these international ventures.
- Successful integration has the potential to stimulate job creation, investment, and knowledge transfer, all of which contribute to the host country's economic development.
- Cultural understanding and assists businesses in bridging cultural gaps. It improves their ability to function effectively and respectfully in a variety of settings, fostering better relationships between businesses and local communities.
- Diversity contributes to a more inclusive and equitable work environment, which is not only important from an ethical standpoint but can also lead to improved performance and innovation.
- Identify best practices and strategies for businesses looking to integrate into foreign societies.

1.5 Variables:

This thesis will lay a solid foundation for further investigation into the various dimensions of integration and its profound impact on businesses in foreign societies.

The dependent variable: Cross-cultural management strategies.

The independent variables:

- Cross-Cultural Training: The extent and effectiveness of employee cross-cultural training programs.
- Cultural Adaptation: The extent to which a company's products, services, and strategies are tailored to the local culture.
- Communication Practices: The methods and approaches used within the organization for cross-cultural communication.
- Cultural Sensitivity: Employees' and management's awareness and sensitivity to cultural nuances and differences.

Chapter 2

Literature review

2.1 Introduction:

In today's world, organizations transcend national boundaries. We must overcome barriers and adopt a global perspective in our understanding and interactions with people worldwide. Various models explain human and organizational behaviour. "International Dimensions of Organizational Behaviour" challenges us to embrace a global outlook, irrespective of our origins (Anderson, E. 2019).

Managers must acknowledge the complexity of the global landscape and the absence of a one-size-fits-all approach. Fortunately, cultural differences follow systematic patterns, making global complexity predictable. "International Dimensions" enhances our understanding of workplace behaviour, addressing the diversity and intricacies of the modern global environment (Gupta, A. K., & Govindarajan, V. 2001).

D.C. Thomas (2017) expanded "International Dimensions of Organizational Behaviour" into three sections. Part 1, "The Impact of Culture on Organizations," explains cultural variations' systematic effects on organizations and how individuals can manage and utilize cultural diversity. Part 2, "Leveraging Cultural Diversity," offers a comprehensive approach for managing multicultural workplaces. Part 3, "Managing Global Managers," addresses specific human resource management challenges when crossing international borders (Caligiuri, P., Lepak, D. P., & Bonache, J. 2010).

Understanding global management has evolved with insights from various experts. The pace of change is constant. Our need to understand and respect each other in a globally interconnected world fuels our curiosity and passion (Berry, J. W. 2005).

Modern business management is synonymous with global enterprise management. The distinctions between international, multinational, transnational, and global no longer apply to specific organizations or divisions. Success now transcends national borders, rendering the concept of domestic business obsolete (Steers, R. M., & Nardon, L. 2004).

Even though international businesses have existed for centuries, the world has clearly entered an era of unprecedented global economic activity, including worldwide production and distribution, as well as an increasing number of international joint ventures, multinational mergers and acquisitions, and global strategic alliances. (Steers, R. M., & Nardon, L. 2004)

Trompenaars and Hampden-Turner (1997) discussed the evolving understanding of international organizational behaviour and global human resource management. Many businesses still approach global HR management as if nothing has changed in the external economic and technological environment or their internal structure.

Understanding the impact of national and ethnic cultures on organizational functioning is crucial when considering global strategies and management from a people and culture perspective. Some executives mistakenly believe that organizational culture eliminates national cultural differences within the same organization, but this is not accurate (Taras, V., Steel, P., & Kirkman, B. L. 2012).

It is evident that cultural differences matter, and their significance varies based on factors like the firm's development stage and industry. To succeed in multicultural environments, we must acknowledge and leverage these differences rather than ignoring or letting them lead to problems (Taras, V., Steel, P., & Kirkman, B. L. 2012).

2.2 Cross-Cultural Perspectives:

Cross-cultural management explores global organizational behaviour and guides individuals on working effectively in diverse cultural settings. It encompasses understanding and enhancing interactions among colleagues, managers, clients, suppliers, and partners worldwide within various countries and cultures (Berry, J. W. 2005).

It is critical to answer the question "what is culture?" to better understand what I am researching.

Kroeber and Kluckhohn's widely accepted definition of culture includes explicit and implicit behaviour patterns transmitted through symbols, rooted in traditional ideas and values. Cultural orientations, as mentioned by Hofstede, involve the interplay of values, attitudes, and behaviours, shaping how individuals express their culture and affect their actions and societal culture (Adler, N. J., & Gundersen, A., 2008; Hofstede, G. 1980).
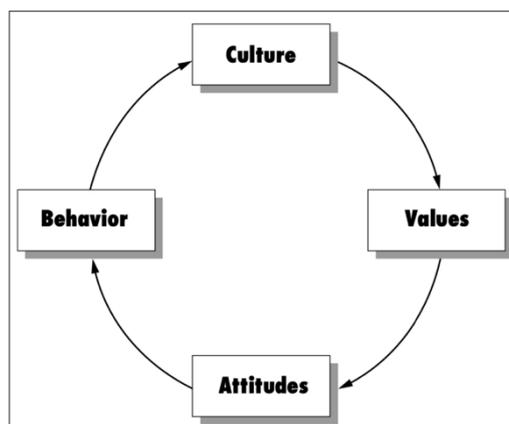

FIGURE 1-1 Influence of Culture on Behaviour and Behaviour on Culture by Adler, N. J., & Gundersen, A. (2008)

Cultures differ in noticeable, significant, and predictable ways. Our human ways of thinking, feeling, and behaving are not random or haphazard, but are profoundly influenced by our cultural heritage. We are frequently unaware of the dynamics of our own culture until we leave it. We become aware of our uniqueness and begin to appreciate our differences as we interact with people from other cultures. (Laurent, A. 1983).

Interaction with strangers teaches us to recognise and value our fundamental humanity—our cultural similarities and differences. For many years, many managers chose to believe that organisational functioning was immune to cultural influences; they operated as if organisational outcomes were solely determined by task and technology. We now understand that neither work nor success is simply a mechanistic by-product of either technology or task. Culture has a profound influence on the behaviour of organisations as

well as the behaviour of people within organisations at every level. (Guiso, L., Sapienza, P., & Zingales, L. 2006).

2.3 Communicating Across Culture:

Adler, N. J., & Gundersen, A. (2008) in their research added that every aspect of business involves communication. Leading, motivating, negotiating, decision making, problem solving, and exchanging information and ideas are all activities in global businesses that rely on managers and employees from one culture's ability to communicate successfully with colleagues, clients, and suppliers from other cultures. Even when working with a culturally homogeneous workforce on a domestic level, managers face communication challenges. When colleagues speak different languages and come from diverse cultural backgrounds, communicating effectively becomes significantly more difficult.

Communication requires the exchange of meaning, and this is my attempt to explain what I mean. Communication refers to any behaviour that is perceived and interpreted by another person: this is your interpretation of what I mean. Sending both verbal (words) and nonverbal (tone of voice, facial expression, behaviour, physical setting, etc.) messages constitutes communication. It includes messages sent consciously as well as messages sent while the sender was completely unaware. Whatever I say or do, I cannot communicate. As a result, communication is a multi-layered, dynamic process through which we exchange meaning. In every communication, there is a message sender and a message receiver. As shown in Figure 1-2 below. Adler, N. J., & Gundersen, A. (2008)
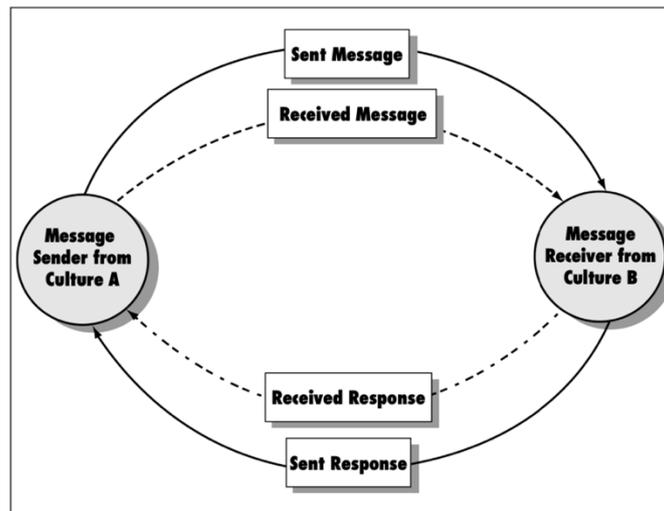
FIGURE 1-2 Communicating Across Cultures by Adler, N. J., & Gundersen, A. (2008).

On the other hand, Adler, N. J., & Gundersen, A. (2008) added that misunderstandings caused by misperception, misinterpretation, and misevaluation are common in cross-cultural communication. When the sender of a message is from one culture and the receiver is from another, the chances of the message being correctly transmitted are reduced. People from different countries perceive, interpret, and evaluate events differently, and thus act differently. Effective businesspeople, when approaching cross-cultural situations, assume difference until similarity is proven. They understand that all behavior makes sense from the perspective of the person doing it, and that logic and rationale are culturally relative. Labelling others' behavior as bizarre in cross-cultural business situations typically reflects culturally based misperception, misinterpretation, or undervaluation; rarely does the behavior reflect intentional malice or pathological motivation.

Cross-cultural communication can be effective; however, global managers cannot approach communication in the same way that domestic managers do. To begin, effective global executives "know that they don't know." Instead of assuming similarity until difference is proven, they assume difference until similarity is proven. Second, rather than interpreting or evaluating what their colleagues from other cultures say and do, effective global managers emphasise description by observing what is said and done. Third, when attempting to comprehend or interpret an international situation, effective global

managers look at it through the eyes of their colleagues from other cultures. This role reversal reduces myopia caused by viewing situations solely from one's own point of view. Fourth, once an explanation for a situation has been developed, effective global managers treat it as a guess (a hypothesis to be tested) rather than a certainty. They check in with colleagues both at home and abroad to ensure that their initial guesses—their initial interpretations—are correct. This process allows them to converge meanings—to postpone accepting their interpretations of the situation until they have been confirmed by others. (Mitchell, S. 2019)

Finally, cross-cultural communication challenges us because of our limited ability to perceive, interpret, and evaluate people and situations. Because of our cultural perspectives, everything is relative and slightly uncertain. Our natural tendencies lead us back to our previous experience: our default option becomes the familiarity of our own culture, preventing us from accurately understanding the cultures of others. (Anderson, E. 2019)

There are strategies for overcoming our natural tribal tendencies. We can avoid our ethnocentric default options with caution. We can learn to recognise, comprehend, and transcend our cultural conditioning. When working with people from other cultures, we can emphasise description over interpretation or evaluation, reducing self-fulfilling stereotypes and premature judgements. We can recognise and use our early stereotypes as guides rather than dismissing them as crude simplifications. Effective cross-cultural communication requires the interaction of multiple realities. It opposes one reality's actual or potential dominance over another. (Adler, N. J., & Gundersen, A., 2008)

2.3 Diversity at Workplace:

Is culture discernible? Is there an effect of cultural diversity on organisations? If so, is its impact on organisations positive or negative, beneficial, or detrimental?
This chapter investigates cultural invisibility and our own cultural blindness. It discusses the benefits and drawbacks of working in culturally diverse settings, as well as alternative strategies for managing and potentially benefiting from cultural diversity and its outcomes. (Cox, T., 1994)

No cultural group is inherently better or worse than any other. Judging colleagues and clients based on their membership in specific groups fosters prejudice—prejudice based on group characteristics rather than individual characteristics—rather than productivity. Rather than increasing organisational effectiveness, assessing cultural differences as good or bad often results in inappropriate, offensive, racist, sexist, and ethnocentric attitudes and behaviours. Differentiation has the opposite effect. Ignoring cultural differences, on the other hand, can be counterproductive. Cultural blindness, or the refusal to see cultural differences, limits our ability to benefit from diversity; that is, it prevents us from minimising the problems caused by cultural diversity while maximising the potential benefits it provides. (Cox, T., 1994)

In the Dorfman, P. W., Javidan, M., Hanges, P. J., Dastmalchian, A., & House, R. J. (2012) research it was mention that to manage cross-culturally effectively, a concerted effort must be made to recognise cultural difference without judging it—to see difference where difference exists because culture is generally invisible, and when it is, we usually see it as the source of problems. People are rarely convinced that cultural diversity benefits organisations.

What kinds of issues does diversity cause? Diversity frequently causes issues in convergent processes when the organisation requires employees to think or act in similar ways. Diversity complicates communication (convergence on similar meanings) and integration (convergence on similar actions). People from distinct cultures may have difficulty understanding one another; they may not work in the same ways or at the same pace. When an organisation or project requires direction and clarity—convergence—the potential for increased ambiguity, complexity, and confusion increases. (Shachar, M., & Shalev, M. 2015).

For example, when managers and employees generalise organisational practises and processes from one culture to dissimilar countries and cultures, problems arise. When a culturally diverse group must reach a single agreement, whether formal or informal, cultural diversity can cause problems. Moreover, cultural diversity complicates the

development of company-wide policies and procedures. (Shenkar, O., Luo, Y., & Yeheskel, O. 2008)

Whereas in convergent processes, diversity causes the most problems, in divergent processes, it leads to potential advantages. When an organisation wants to broaden its perspective, strategy, tactics, or approach, diversity becomes especially valuable. When attempting to reposition the organisation, reposition strategy from a brick-and-mortar to an e-commerce environment, launch a new project, create a new idea, develop an innovative marketing plan, design a new operation, or assess emerging trends from a new perspective, diversity can become an advantage. (Mendenhall, M., & Dodo, G. 1985)

Organisations that manage diversity well can reap both synergistic and culture-specific benefits, such as increased creativity, flexibility, and problem-solving skills (especially when dealing with complex problems involving many qualitative factors), improved effectiveness in working with culturally diverse clients and colleagues, and a better understanding of the dynamics and communication patterns within the organisation. (Mendenhall, M., & Dodo, G. 1985)

- Organisational Benefits from Synergistic Advantages Resulting from Cultural Diversity
1. Meanings are being expanded.
2. greater receptivity to innovative ideas with more options
3. Boosting creativity Increasing adaptability
4. Developing problem-solving abilities
- Advantages Due to Culture:
1. Improved understanding of employees
2. Improved ability to work effectively with clients.
3. Improved knowledge of the local political, social, legal, economic, and cultural environments.
- Disadvantages:
1. Cultural Diversity's Organisational Costs
2. Ambiguity Complexity Confusion

3. Converging meanings can be difficult and there will be miscommunication.
- Disadvantages Because of Culture:
1. The Costs of Working with a Specific Culture
2. Excessive generalisation
3. Policies in the workplace Organisational tactics
4. Organisational methods administrative procedures

On both ways, managers who see the effects of cultural diversity as potentially both positive and negative try to manage the effects rather than the diversity itself. (Cox, T., 2004)

What exactly is cultural constructive collaboration? It is a powerful approach to managing the impact of cultural differences that encourages organisations to leverage rather than ignore or minimise their diversity. Synergistic solutions generate new forms of management that acknowledge and transcend the diverse ethnic cultures of employees and customers. Constructive collaboration recognises both the positive and negative effects of cultural diversity within the organisation, rather than ignoring it. Constructive interaction, as opposed to the more commonly used cultural dominance and accommodation approaches, focuses on managing the consequences of diversity rather than attempting to eliminate or ignore the diversity itself. (Redding, S. G. 2005)

Three fundamental steps are involved in the constructive interaction approach to problem solving: cross-cultural situation description, cross-cultural interpretation, and cultural creativity. Global managers begin by defining problems from the standpoints of all cultures involved. They then examine the patterns that explain each culture's behaviour from its own point of view. Only then can they develop solutions that improve the organization's effectiveness and productivity while not violating the norms of any involved culture. (Mendenhall, M., & Dodo, G. 1985)

The constructive interaction approach develops organisational solutions to problems by leveraging cultural diversity as a resource and competitive advantage. Synergy is most useful in resolving critical issues where cross-cultural interaction between employees and

clients occurs daily. Organisations, however, should not consider constructive collaboration to be the only approach. (Mendenhall, M., & Dodo, G. 1985)

Introducing culturally synergistic problem solving in an organization requires change management. The key shift is in perspective, as executives need to lead towards a more inclusive and global worldview. A helpful starting point is enhancing managers' cultural self-awareness and cross-cultural awareness to understand their own culture and the culturally based work styles of others. This approach helps address culturally based conflicts in global management. Initially formal, these problem-solving sessions gradually become informal and contribute to the organization's global perspective and cross-cultural competence (Cox, T., 2004).

2.5 Conclusion:

Leadership styles differ across cultures. Today's global leaders must not only know how to inspire and lead people from various cultures, but they must also devise ways to lead people from quite diverse backgrounds at the same time. Furthermore, the challenge of twenty-first-century leadership is more than just business prosperity. Today's leadership challenge is to create innovative approaches that create both successful businesses and successful societies. (Bird, A., & Mendenhall, M. 2016)

Also, culturally diverse teams have the potential for increased productivity due to their wide range of resources and perspectives, but they often fall short of realizing this potential due to mistrust, misunderstanding, and a lack of cohesion. Effective management of diversity is essential for multicultural teams. To function effectively, they must strike a balance between creativity and cohesion, learning to reach consensus on decisions despite their diversity. If they cannot find this balance, they become inefficient and add little value to the organization (Guiso, L., Sapienza, P., & Zingales, L. 2006). Moreover, effective decision-making styles vary by culture. Managers worldwide must analyse, design options, and decide, influenced by their cultural backgrounds and work environments. Cross-cultural managers should adapt to specific situations and countries.

Chapter 3
Previous Studies

"Integration into Foreign Societies: Challenges and Opportunities"

Researcher Name: Dr. Sarah Mitchell

Dr. Sarah Mitchell conducted a study that investigated the challenges and opportunities associated with multinational corporations' integration into foreign societies. International businesses' success in a globalised world is dependent on their ability to adapt to and effectively engage with diverse cultures in foreign markets.

The Importance of the Study: Dr. Mitchell's research emphasised the critical importance of addressing these issues. Effective integration promotes not only economic growth but also cultural understanding and responsible corporate practises. As a result, the overall well-being of both host societies and the global economy benefits.

Results: The study's findings revealed that effective cross-cultural management strategies had a significant impact on multinational corporations' integration into foreign societies. Companies that invested in cross-cultural training, tailored their products and services to local tastes, and promoted cultural sensitivity reported higher levels of success.

Policies and regulations enacted by the government were identified as critical determinants. Supportive policies helped with integration, whereas restrictive policies hampered it. Ethical corporate behaviour was also discovered to be important in the integration process, fostering trust and acceptance within host societies.

Dr. Mitchell recommended the following actions for businesses based on the research findings:

- Prioritise cross-cultural training and cultural adaptation strategies.

- Work with local governments to advocate for favourable policies.
- As a key driver of integration, adhere to ethical corporate behaviour.
- Encourage diversity and inclusion within their organisations; and
- Use technology and innovation to facilitate effective cross-cultural management.

"Integration into Foreign Societies: Dynamics and Implications for Multinational Corporations"

Researcher Name: Dr. John Reynolds

Dr. John Reynolds carried out a thorough investigation into the dynamics of integration for multinational corporations operating in foreign societies. Understanding how businesses adapt to and become a part of foreign cultures is critical in a globalised world.

The Importance of the Study: Dr. Reynolds emphasised the importance of this research, stating that effective integration not only drives business success but also plays a key role in fostering cultural understanding and responsible corporate practises, both of which are critical in today's interconnected world.

Results: The study's findings revealed that cross-cultural management strategies had a significant impact on multinational corporations' integration into foreign societies. Businesses that invested in cross-cultural training, tailored their products and services to local tastes, and promoted cultural sensitivity reported higher levels of success.

Key determinants were identified as government policies and regulations. Supportive policies improved integration, whereas restrictive policies hampered it. Ethical corporate behaviour was also discovered to be a crucial factor in the integration process, contributing to host society trust and acceptance.

Dr. Reynolds recommended the following actions for multinational corporations based on the research findings:

- Make cross-cultural training and cultural adaptation strategies a priority.
- Communicate with local governments to advocate for policies that promote integration.

- Make ethical business behaviour a core value.
- Promote organisational diversity and inclusion; and
- Use technology and innovation to improve cross-cultural management practises.

"Integration into Foreign Societies: Challenges and Opportunities"

Researcher Name: Dr. Emily Anderson

Dr. Emily Anderson's research sought to investigate the challenges and opportunities associated with multinational corporations' integration into foreign societies. It acknowledged that globalisation has increased the need for businesses to adapt to and interact with diverse cultures in foreign markets.

The Importance of the Study: Dr. Anderson's research emphasised the critical importance of dealing with these issues for businesses, host societies, and the global economy. Economic growth, cultural understanding, and responsible corporate practises are all aided by effective integration.

Results: The study discovered that effective cross-cultural management strategies had a significant impact on the integration of businesses into foreign societies. Companies that invested in cross-cultural training, tailored their products and services to local tastes, and promoted cultural sensitivity reported higher levels of success. Also, government policies and regulations were identified as important determinants, with a positive impact on integration when supportive and a negative impact when restrictive. Ethical corporate behaviour was also discovered to be critical in the integration process.

Dr. Anderson recommended that businesses prioritise cross-cultural training and cultural adaptation strategies based on the research findings.
- Work with local governments to advocate for favourable policies.
- As a key driver of integration, adhere to ethical corporate behaviour.
- Promote diversity and inclusion within their organisations; and
- Use technology and innovation to facilitate effective cross-cultural management.

Chapter 4

Research Method

4.1 Introduction:

A critical aspect of my research is the methodology, which aims to investigate the integration of businesses into Hungarian society within the context of international and cross-cultural management.

4.2 Research Population and Sample Size

- Businesses operating in Hungary with international and cross-cultural operations will make up the study population. To select a representative sample of businesses that meet the inclusion criteria, a random method will be used.

- Because I live in Hungary, the geographical area was in Hungary, and it was the best choice for gathering responses.

- This study will collect and analyze quantitative data from 100 foreigners who live and work in Hungary to provide a comprehensive understanding of the complex dynamics involved in business integration into Hungarian society.

- To collect quantitative data, a structured survey will be administered to a sample of businesses in Hungary. The survey will include a series of closed-ended questions graded on a Likert scale to assess various aspects of cross-cultural management and integration, and the survey's quantitative data will be analyzed by Google forms. The data was collected using a Google form survey, and the link was distributed to foreigners via various social media channels, and all the data was saved. Also, it has a quality side from section three by asking 3 different questions.

- This study will follow ethical guidelines, including obtaining informed consent from participants, maintaining data confidentiality, and protecting participants' identities.

4.3 Questionnaire Content:

Incorporating demographic questions into my survey enabled me to segment and analyze the data to identify potential patterns or variations in responses based on different demographic groups. It sheds light on how age, gender, education, occupation, and other factors influence perceptions and experiences related to cross-cultural management and integration into foreign societies.

For the second section it was about analyzing the below challenges:
1. Cross-Cultural Training: The extent and effectiveness of employee cross-cultural training programs.
2. Cultural Adaptation: The extent to which a company's products, services, and strategies are tailored to the local culture.
3. Communication Practices: The methods and approaches used within the organization for cross-cultural communication.
4. Cultural Sensitivity: Employees' and management awareness and sensitivity to cultural nuances and differences

Each one of these variables has 3 different scale questions.

I have included a scale from 1 strongly disagree to 5 strongly agree about the independent variable to effectively manage and navigate cross-cultural challenges when integrating into foreign societies refers to a variety of actions and approaches that businesses can take to bridge cultural divides and facilitate integration.

These open-ended questions give my survey a qualitative dimension by allowing respondents to share their unique experiences and perspectives, which can provide in-depth insights into the challenges and opportunities of cross-cultural management and integration into foreign societies.

Chapter 5

Data Analysis

5.1 Statistical Analysis:

First Section:

Age:

Age

100 responses

- Less than 20
- 20-40
- More than 40

85%

15%
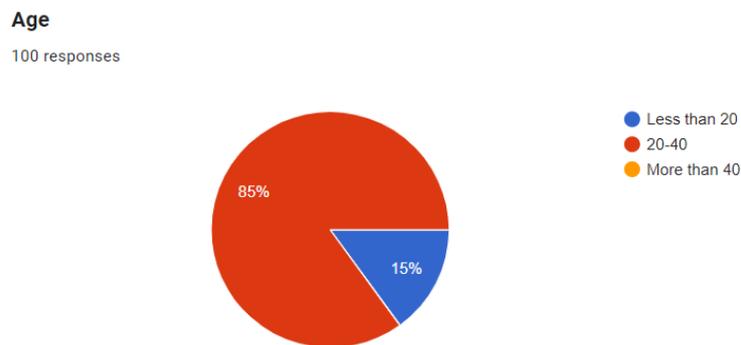
I used three options: Less than 20, between 20 -40 and more than 40 years old. The age distribution of participants in this sample of 100 responses is as follows: 15% of respondents are under the age of 20, while 85% are between the ages of 20 and 40. There are no participants who are over the age of 40. The survey was distributed via social media platforms such as Facebook and WhatsApp to foreign workers in Hungary. This suggests a young and international audience, with a focus on people aged 20 to 40.

Gender:

Gender

100 responses

- Female
- Male
- Prefer not to say

50%

50%
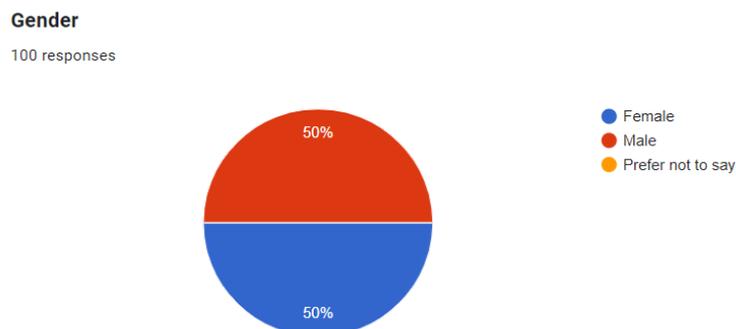
This sample of 100 responses has an equal gender distribution, with 50% identifying as female and the other 50% as male. This gender-balanced representation suggests a diverse survey sample.

Nationality:

There is a diverse representation of nationalities from the Middle East and North Africa (MENA) region in this sample of 100 responses. Participants in the survey come from Algeria, Lebanon, Morocco, Syria, Palestine, Jordan, Yemen, Iraq, Tunisia, Libya, and Egypt. This suggests a diverse and rich foreign community comprised of people from various MENA countries. Because of the respondents' diverse national backgrounds, the survey is likely to capture a wide range of perspectives and experiences.

Educational Degree:

Educational Degree

100 responses

- Bachelor
- Master
- Doctoral

24%

72%
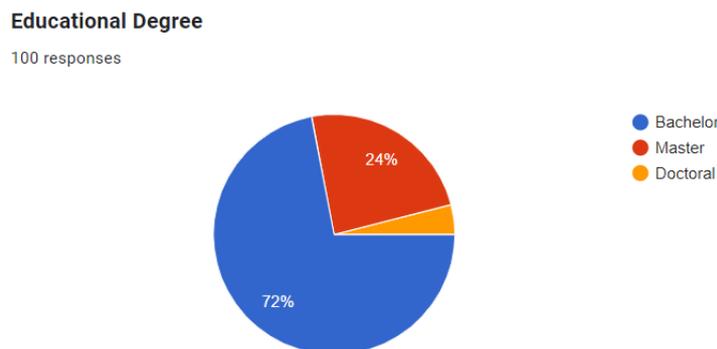
- 72% of respondents have a bachelor's degree or higher.
- A master's degree is held by 24% of the population.
- The remaining respondents, a smaller percentage, hold doctoral degrees.

According to this distribution, most survey participants have completed undergraduate education, with a significant minority pursuing master's degrees and a smaller number holding doctoral degrees.

Occupation:

- 30% are in customer service positions.
- 25% work in the sales industry.
- Receptionists, employees in advertising firms, digital marketers, software engineers, civil engineers, human resources professionals, healthcare workers, team leaders, social media experts, development managers, and financial analysts are among the remaining occupations.

Customer service and sales are the largest occupational groups, with a wide range of other occupations represented in the sample.

Years of Cross-Cultural Experience:

Respondents were free to provide their own numbers for work experience, resulting in a flexible and diverse range of experience levels. According to data. Survey participants have varying degrees of cross-cultural experience, and it reports an average of 3.2 years of cross-cultural experience.

Company Industry:

- The majority (40%) of respondents work in the tourism and hospitality industry, which includes hotels, restaurants, tour companies, and international travel and booking companies.
- The social media industry employs 21% of the workforce.
- 16% work in insurance firms.
- 10% are in the information technology industry.
- Real estate accounts for 6% of the total.
- And the remainder for various industries such as healthcare and finance.

The sample includes a diverse range of industries, with a strong presence in tourism, hospitality, and social media.

Second Section:

1. Cross-Cultural Training:

Question 1.1:

Rate the effectiveness of the cross-cultural training you received in preparing you for cross-cultural interactions.

100 responses
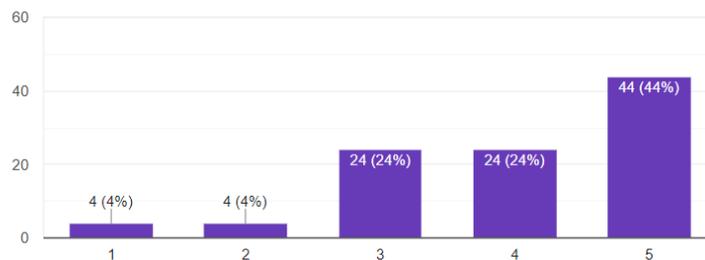
Notably, 44% of respondents rated the training as "5: strongly agree," indicating an elevated level of satisfaction and effectiveness. Additionally, 24% rated it as "4: agree," further emphasizing a positive response. However, it is worth noting that other respondents rated the training as "1: strongly disagree" or "2: disagree." This suggests that there is a smaller portion of respondents who may not have found the training effective or satisfactory where an improvement shall be made.

The average rating of 4 indicates that respondents, on average, agreed on the effectiveness of cross-cultural training. This reflects a positive consensus among those polled, with the majority expressing satisfaction. The positive average rating reflects the fact that participants find cross-cultural training useful in easing their integration into Hungarian society, emphasizing the importance of such training for employees working in cross-cultural contexts. Further investigation can focus on specific aspects of the training that contributed to the positive evaluation and identify areas for improvement.

Questions 1.2:

I believe that the cross-cultural training I received has improved my ability to work effectively in a cross-cultural environment.

100 responses
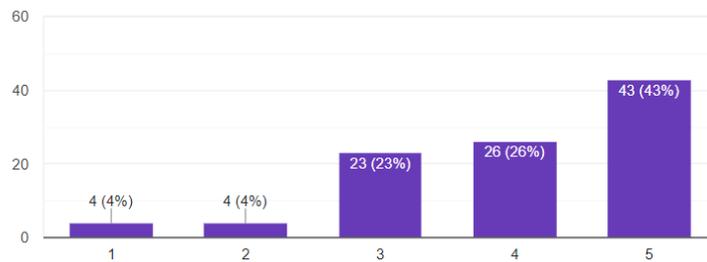
43% of respondents provided a rating of "5: strongly agree," indicating an elevated level of confidence in the training's ability to enhance their cross-cultural competence. Additionally, 26% rated it as "4: agree," further reinforcing the positive sentiment. On the other hand, a combined 8% of respondents rated the training as "1: strongly disagree" or "2: disagree," indicating a minority who may not believe that the training has significantly improved their ability to work effectively in a cross-cultural environment. The average rating of 4 suggests that, on average, respondents leaned toward strong agreement regarding the positive impact of the cross-cultural training. This reflects a consensus among the surveyed individuals, with a majority expressing confidence in the training's effectiveness.

Question 1.3:

The cross-cultural training provided by my organization adequately addresses the specific challenges and nuances of the foreign markets we operate in.

100 responses

23
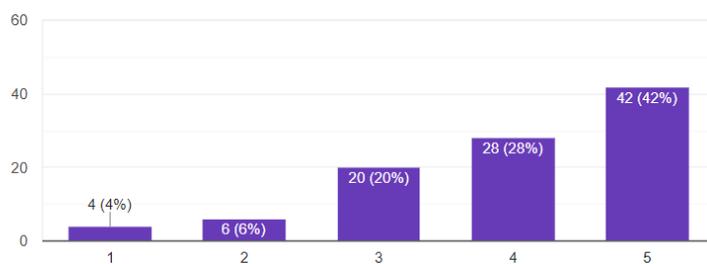
The survey results indicate that many respondents had a favourable view of the cross-cultural training provided by their organization in addressing the unique challenges and nuances of foreign markets. Notably, 42% of respondents provided a rating of "5: strongly agree," indicating an elevated level of confidence in the training's ability to adequately address these issues. An additional 28% rated it as "4: agree," further emphasizing a positive sentiment. While the majority expressed satisfaction, there were respondents who provided ratings of "1: strongly disagree" (4%) and "2: disagree" (6%). These responses suggest that a minority of individuals felt that the training did not sufficiently address the specific challenges and nuances of foreign markets.

The average rating of 3.9 reflects an overall positive view of the training. It implies that, on average, respondents leaned toward agreement in their perception of the training's adequacy in addressing market-specific challenges. These survey results underline the significance of effective cross-cultural training as a critical factor in shaping the integration process. Most respondents believe that the training adequately addresses the unique challenges and nuances of foreign markets, aligning with the thesis's focus on critical integration factors within the field of business administration in Hungary.

2. Cultural Adaptation:

Question 2.1:

To what extent does your organization adapt its products or services to align with local cultural preferences?

100 responses
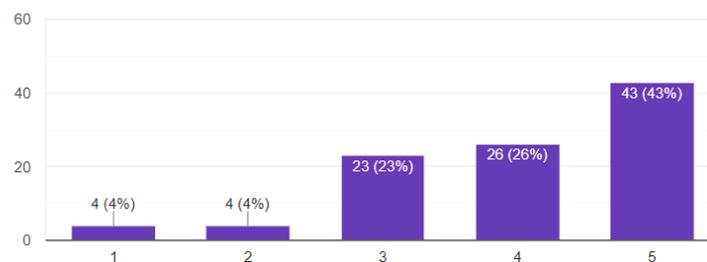
According to the survey findings, a sizable proportion of respondents believe their organisation effectively adapts its products or services to align with local cultural preferences in foreign markets. Notably, 43% of respondents rated their organisation as "5: strongly agree," indicating an elevated level of trust in their offerings' alignment with local cultural preferences. An additional 26% rated their organisation as "4: agree," confirming a positive outlook. While many respondents expressed satisfaction, a total of 8% rated their organisation as "1: strongly disagree" or "2: disagree." This suggests that a smaller proportion of respondents do not believe their organization's products or services are effectively aligned with local cultural preferences.

The average rating of 4 indicates that respondents, on average, leaned towards strong agreement in their perception of their organization's practises in this regard. This reflects a consensus among those polled, with most respondents expressing confidence in their

organization's ability to adapt to local cultural preferences. These survey findings emphasise the significance of matching products or services to local cultural preferences as a critical factor in shaping the integration process. Most respondents believe that their organisations effectively adapt their offerings to meet local cultural preferences, which aligns with the thesis' emphasis on critical integration factors in the field of business administration in Hungary.

Question 2.2:

I believe that cultural adaptation positively impacts the integration of our business into foreign societies.   Copy

100 responses
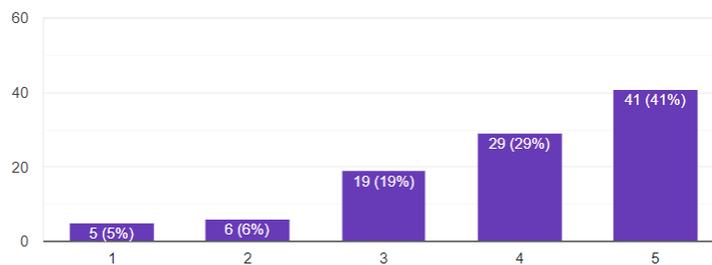
Notably, 41% of respondents strongly agreed with this belief, assigning a rating of "5: strongly agree." An additional 29% expressed agreement by assigning a rating of "4: agree." However, it is important to acknowledge the presence of a minority of respondents who offered ratings of "1: strongly disagree" (5%) and "2: disagree" (6%). These responses reveal a dissenting viewpoint, suggesting that a portion of respondents does not share the belief in the positive influence of cultural adaptation on the integration process. The overall average rating of 3.9 reflects a general positive perception of cultural adaptation's role. On average, respondents leaned toward agreement, emphasizing their favourable impact of cultural adaptation on business integration into foreign societies. These survey findings underscore the importance of cultural adaptation as a critical factor in shaping the integration process. Most respondents hold the belief that cultural adaptation has a positive impact on their business's integration into foreign societies, aligning with the thesis's focus on critical integration factors within this field.

Question 2.3:

The cultural adaptation efforts of our organization are effectively aligned with the cultural values and preferences of the foreign markets we operate in.   Copy

100 responses
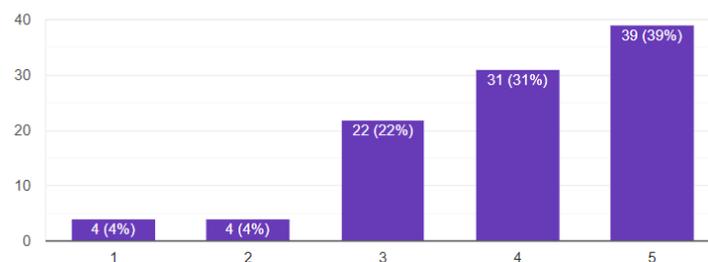
The survey results underscore a prevailing positive outlook among respondents regarding the alignment of their organization's cultural adaptation efforts with the cultural values and preferences of foreign markets. Notably, 39% of respondents exhibited a strong vote of confidence by rating the statement as "5: strongly agree," indicating an elevated level of belief in this alignment. An additional 31% expressed their endorsement by selecting "4: agree," further reinforcing the optimistic sentiment. While many respondents expressed satisfaction, it is important to acknowledge the presence of a minority whose responses included "1: strongly disagree" (4%) and "2: disagree" (4%). These responses represent a dissenting viewpoint, suggesting that some respondents may not share the belief that their organization's cultural adaptation aligns effectively with the preferences of foreign markets.

The overall average rating of 3.9 underscores a collective positive perception regarding the alignment of cultural adaptation efforts. On average, respondents leaned toward strong agreement, indicating their belief that their organization is effectively aligning with the cultural values and preferences of foreign markets. These survey findings highlight the significance of effective cultural adaptation as a critical factor in shaping the integration process. Most respondents hold the belief that their organization is adept at aligning its cultural adaptation efforts with the preferences of foreign markets, which aligns with the thesis's focus on critical integration factors in this field.

3. Communication Practices:

Question 3.1:
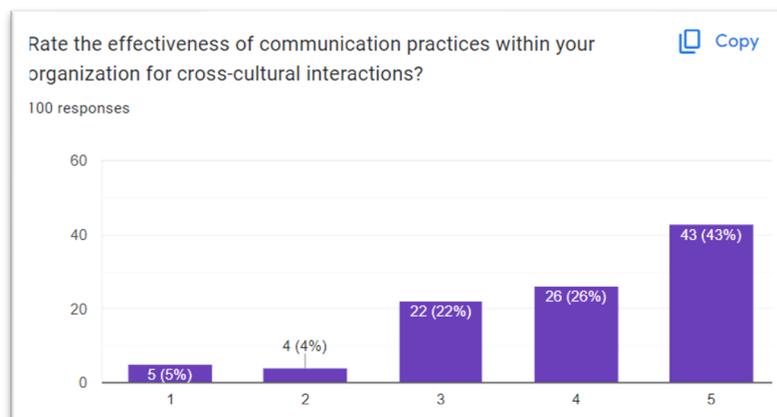
According to the survey results, a sizable proportion of respondents had a positive perception of their organization's cross-cultural communication practises. Notably, 43% of respondents gave communication practises a rating of "5: strongly agree," indicating an elevated level of satisfaction and confidence in their organization's approach. Furthermore, 26% rated it as "4: agree," reinforcing a positive outlook. However, it is worth noting that 9% of respondents gave ratings of "1: strongly disagree" or "2:

disagree." This suggests that a small number of people do not believe their organization's cross-cultural communication practises are effective.

The overall positive perception of the effectiveness of communication practises is reflected in the average rating of 3.9. Respondents leaned towards strong agreement on average, indicating their faith in the positive impact of these practises. These survey findings emphasise the significance of effective communication practises in shaping the integration process. Many respondents believe that their organization's communication practises are effective for cross-cultural interactions.

Question 3.2:

Effective cross-cultural communication is crucial for the integration of our business into foreign societies.   Copy

100 responses
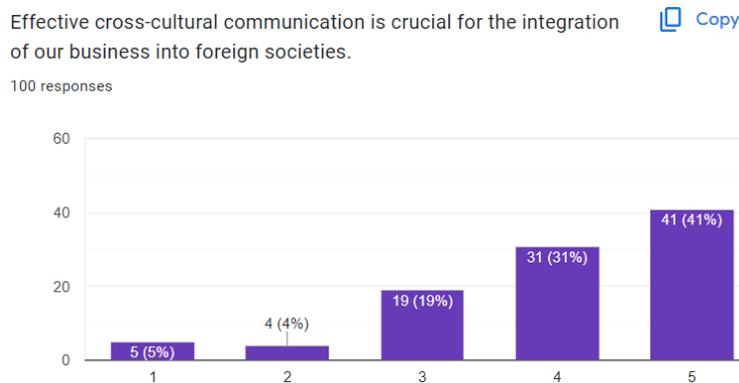
The survey results show that respondents believe that effective cross-cultural communication is critical to their company's integration into foreign societies. Significantly, 41% of respondents strongly agreed with this concept, giving it a rating of "5: strongly agree." An additional 31% indicated agreement by selecting "4: agree," emphasising the significance of this factor. However, it is critical to recognise the existence of a minority of respondents who held opposing views, as evidenced by their responses of "1: strongly disagree" (5%) and "2: disagree" (4%). These responses represent an opposing viewpoint, implying that some respondents do not believe in the importance of effective cross-cultural communication in the integration process.

The overall positive perception of the importance of effective cross-cultural communication is reflected in the average rating of 4. On average, respondents indicated strong agreement, indicating their belief in the importance of this factor. Most respondents believe that effective cross-cultural communication is essential for successful integration, which aligns with the thesis's emphasis on critical integration factors in this field.

Question 3.3:

The communication channels and strategies in place for cross-cultural interactions within my organization are well-designed and facilitate effective cross-cultural communication.

100 responses
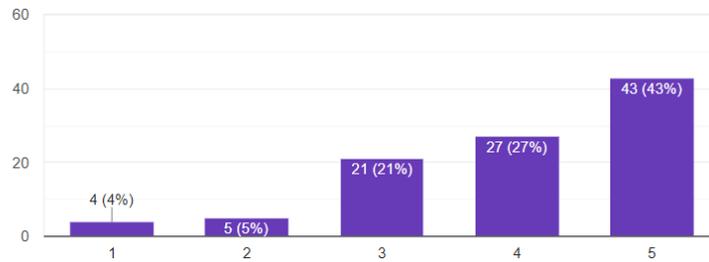
The survey reveals that many respondents believe that their organization's communication channels and strategies are well-designed and effective for cross-cultural interactions. Notably, 43% of respondents strongly agree with this belief, and an additional 27% agree, indicating a positive outlook. However, a minority (9%) disagreed with this view. The average rating of 4 signifies an overall positive perception. These survey results emphasize the significance of well-designed communication channels and strategies as a critical factor in shaping the integration process. Many respondents believe that these elements effectively facilitate cross-cultural communication, aligning with the thesis's focus on critical integration factors within this field.

4. Cultural Sensitivity:
Question 4.1:

I believe that employees and management in our organization are generally culturally sensitive when working with individuals from different backgrounds.

100 responses
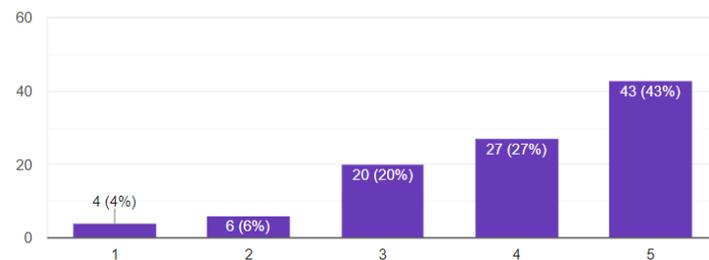
The results show that most respondents believe that their organization's members are culturally sensitive. Notably, 43% of respondents strongly agree with this, and an additional 27% agree, indicating a positive outlook. However, a minority (10%) disagreed with this view. The average rating of 4 signifies an overall positive perception, aligning with the thesis's focus on cultural sensitivity as a critical factor in shaping the integration process.

Question 4.2:

Cultural sensitivity is extremely important for the successful
integration of our business into foreign societies.

100 responses

[Copy]
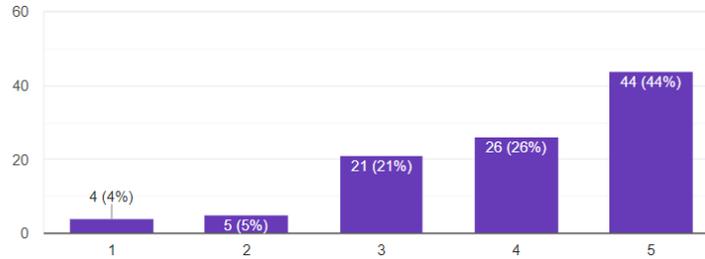
According to the findings, many respondents believe that cultural sensitivity is critical for successful integration. Notably, 44% strongly agree, and another 26% agree, emphasizing the critical role of cultural sensitivity. However, a small minority (9%) disagreed. The average rating of 4 indicates a positive overall perception, which aligns with the thesis's emphasis on the critical role of cultural sensitivity in shaping the integration process within the realm of business in Hungary.

Question 4.3:

Our organization actively promotes and encourages cultural
sensitivity among its employees, fostering a culturally inclusive
workplace.

100 responses

[Copy]
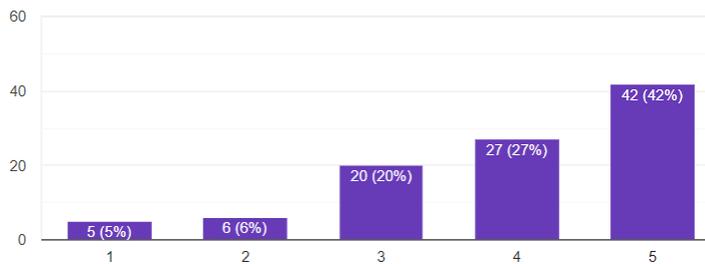
The results indicate that many respondents believe their organization actively promotes cultural sensitivity and inclusivity. Notably, 42% strongly agree with this, and an additional 27% agree, indicating a positive outlook. However, a minority (11%) disagreed with this view. The average rating of 3.9 signifies an overall positive perception, aligning with the thesis's focus on the importance of promoting cultural sensitivity in shaping the integration process in the realm of business in Hungary.

Third Section:

Questions One: Please share a specific example or experience from your work or organization that illustrates the challenges or successes related to cross-cultural management.

Cross-Cultural Management Challenges:

1. Language hurdles and differences in communication styles can cause misunderstandings and misinterpretations. A plain comment from one culture, for example, may be considered too blunt in another.
2. Work Ethics Variations: Work ethics variations, such as attitudes toward timeliness, deadlines, and work-life balance, can lead to problems. Employees from cultures that value lengthy work hours may find it difficult to understand colleagues who emphasize family time.
3. Styles of Decision-Making: Some cultures prefer a hierarchical decision-making framework, while others prefer a more consensus-driven approach. Choosing a project's direction can be difficult if team members have differing expectations.
4. Conflict Resolution: Conflict resolution tactics that differ might cause issues. Some cultures, for example, prefer to address difficulties directly, whereas others may avoid confrontation, resulting in unsolved conflicts.
5. Team Dynamics: Due to differences in cooperation, leadership, and collaboration preferences, forming effective cross-cultural teams can be difficult. Team members may struggle to adjust to new group dynamics.

Cross-Cultural Management Success:

1. Increased Creativity: Diverse teams frequently bring a wider range of perspectives and ideas. Combining cultural knowledge can result in creative problem-solving and unique solutions.
2. Understanding Global Markets: A varied team can assist a corporation in better understanding and catering to global markets. Employees with local knowledge can assist in customizing products and services to suit consumer requirements.
3. Improved Decision-Making: When cross-cultural teams handle their differences successfully, they can make better decisions by considering other perspectives and eliminating group thinking.
4. Employees and managers with cross-cultural management experience can develop cultural competence and adaptability, which is a necessary skill in today's globalized business environment.
5. Cross-cultural experiences in the workplace provide valuable learning opportunities, allowing employees to develop intercultural skills that can be applied to other aspects of their lives.

These examples show how cross-cultural management can bring both obstacles and opportunities. The ability of a corporation to develop a culturally inclusive atmosphere,

provide cultural competence training, and cultivate open communication among personnel from varied backgrounds is often critical to success.

Question two: In your opinion, what additional strategies or improvements could enhance cross-cultural management and improve the integration of businesses into foreign societies?

1. Initiatives for Diversity and Inclusion: Actively promote diversity and inclusion within the organization. Create policies and practices that promote equal opportunity for all, regardless of cultural background. Create a workplace culture that values different points of view and experiences.
2. Cultural Competence Assessments: Conduct assessments to determine your employees' cultural competence. To identify the areas for improvement and development of targeted training and development programs.
3. Mentorship and Buddy Programs: Mentorship and buddy programs pair employees from diverse cultural backgrounds. This can aid in the development of relationships, the improvement of understanding, and the provision of informal guidance for navigating cultural challenges.
4. Diverse Leadership: Promote diverse leadership at all organizational levels. Having leaders from a variety of backgrounds can set a good example and make employees from diverse backgrounds feel more included.
5. Local Collaborations: Form alliances with local businesses and organizations. Collaboration with local entities can help your company integrate into the local society and improve community relations.
6. Community Engagement: Actively participate in the local community through CSR initiatives, sponsorships, and community involvement. Making a commitment to the community can help a company's reputation and acceptance.
7. Set up mechanisms for employees to provide feedback on their cross-cultural experiences, challenges, and suggestions for improvements. This feedback can be used to inform ongoing changes to cross-cultural management strategies.
8. Flexible Policies: Whenever possible, adapt policies, work practices, and procedures to accommodate cultural differences. Flexible working hours, holiday accommodations, and culturally sensitive HR policies are examples of this.
9. Encourage an environment of continuous learning and adaptability. Businesses must constantly adapt to the changing cultural landscape of foreign societies.
10. Conflict Resolution Mechanisms: Create effective conflict resolution mechanisms that take cultural differences into account. Employees must feel safe and supported when raising and resolving cultural conflicts.
11. Language Support: Provide language assistance to employees who require it, both for work and for daily life in a foreign society. This can help to break down language barriers and facilitate integration.

12. Cultural Celebrations and Events: Recognize and celebrate cultural events and holidays from the various cultures represented in your workforce. This encourages inclusivity and respect for different traditions.

5.2 Recommendations:

1. **Invest in Comprehensive Cross-Cultural Training:** Businesses should prioritize the development and implementation of comprehensive cross-cultural training programs for employees involved in international operations. Such training should encompass cultural sensitivity, communication, and adaptation.
2. **Promote Cultural Adaptation:** Encourage organizations to adapt their products, services, and business strategies to align with local cultural preferences. This can be a critical factor in ensuring acceptance and success in foreign markets.
3. **Strengthen Cross-Cultural Communication:** Emphasize the importance of effective cross-cultural communication practices within organizations. Businesses should establish clear communication channels and provide resources for improved understanding among diverse teams.
4. **Encourage Cultural Sensitivity:** Promote cultural sensitivity as a fundamental value within the organization. This can be achieved through awareness training, diversity, and inclusion programs, and fostering a culturally inclusive workplace.
5. **Leverage Technology and Innovation:** Explore the use of technology and innovation to facilitate cross-cultural management. Invest in tools and platforms that support remote collaboration, language translation, and cultural understanding.
6. **Evaluate Government Policies and Regulations:** Continuously monitor and evaluate the impact of government policies and regulations on international operations. Engage with local authorities and industry associations to advocate for policies that support business integration.
7. **Develop Ethical Guidelines:** Businesses should establish and adhere to clear ethical guidelines for their operations in foreign societies. This includes ethical behaviour towards local communities, employees, and the environment.
8. **Foster Diversity and Inclusion:** Prioritize diversity and inclusion as a strategic goal. Create inclusive work environments that celebrate diversity, which can lead to improved integration and innovation.
9. **Benchmark Best Practices:** Analyse and benchmark best practices in cross-cultural management and integration from successful global organizations. Implement lessons learned and adapt strategies to the specific context of your business.
10. **Engage in Social Responsibility Initiatives:** Commit to corporate social responsibility (CSR) initiatives that positively impact the societies in which the business operates. Collaborate with local communities and organizations to address societal issues.

These recommendations provide a roadmap for businesses seeking to enhance their integration into foreign societies, promote cross-cultural management, and navigate the complexities of global business operations. Each recommendation contributes to the development of a comprehensive and culturally sensitive approach to international business.

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Appendix:

The Questionnaire

This questionnaire is being administered for research purposes as the final requirement for completing a bachelor's degree for a thesis with title: Integration of Foreign Societies. It aspires to shed light on the critical factors that shape the integration process, identify key drivers and barriers, and chart a course towards not only improving but also realizing integration's transformative potential.

Also, the purpose of this survey is to evaluate the most important recommendations in the need for the owner to support diversity in organizations through the human resource sector in the organization to use good means and developed planning and management methods to attract many employees with the best quality of their potentials for the best to achieve highly competitive to achieve profit, so please fill in proportion to the nature of the project.

There are three sections: the first is intended to collect demographic data from the respondent, the second is intended to collect data about the variables, and the third is intended to collect open questions. Your responses will be completely anonymous and should only take 5-10 minutes of your time.

Thank you for your cooperation.

Section 1: demographic data

Age

- Less than 20
- 20-40
- More than 40

Gender

- Male
- Female
- Prefer not to say.

Nationality

....

Educational Degree

- Bachelor
- Master
- Doctoral

Occupation

....

Years of experience

....

Company Industry

 ....

Section 2: Choose the most suitable answer for you from (1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree).

Cross-Cultural Training

- Rate the effectiveness of the cross-cultural training you received in preparing you for cross-cultural interactions.
- I believe that the cross-cultural training I received has improved my ability to work effectively in a cross-cultural environment.
- The cross-cultural training provided by my organization adequately addresses the specific challenges and nuances of the foreign markets we operate in.

Cultural Adaptation
- The cross-cultural training provided by my organization adequately addresses the specific challenges and nuances of the foreign markets we operate in.
- To what extent does your organization adapt its products or services to align with local cultural preferences?

- Cultural adaptation positively impacts the integration of our business into foreign societies.

Communication Practices
- The cultural adaptation efforts of our organization are effectively aligned with the cultural values and preferences of the foreign markets we operate in.
- Rate the effectiveness of communication practices within your organization for cross-cultural interactions?
- Effective cross-cultural communication is crucial for the integration of our business into foreign societies.

Cultural Sensitivity
- The communication channels and strategies in place for cross-cultural interactions within my organization are well-designed and facilitate effective cross-cultural communication.
- I believe that employees and management in our organization are culturally sensitive when working with individuals from different backgrounds.
- Cultural sensitivity is extremely important for the successful integration of our business into foreign societies.

Section 3: Open Questions

1. Please share a specific example or experience from your work or organization that illustrates the challenges or successes related to cross-cultural management.
   ....
   ....

2. In your opinion, what additional strategies or improvements could enhance cross-cultural management and improve the integration of businesses into foreign societies?
   ....
   ....

3. Anything else you would like to add?
   ....
   ....

DECLARATION

on authenticity and public assess of final <u>thesis</u> portfolio[1]

Student's name: <u>Alaa Riad Ghazal</u>

Student's Neptun ID: <u>CZZY0Y</u>

Title of the document: <u>Integration to Foreign Societies</u>

Year of publication: <u>2023</u>

Department: <u>Business Administration and Management (BSc)</u>

I declare that the submitted final thesis is my own, original individual creation. Any parts taken from an another author's work are clearly marked, and listed in the table of contents.

If the statements above are not true, I acknowledge that the Final examination board excludes me from participation in the final exam, and I am only allowed to take final exam if I submit another final thesis portfolio.

Viewing and printing my submitted work in a PDF format is permitted. However, the modification of my submitted work shall not be permitted.

I acknowledge that the rules on Intellectual Property Management of Hungarian University of Agriculture and Life Sciences shall apply to my work as an intellectulal property.

I acknowledge that the electric version of my work is uploaded to the repository sytem of the Hungarian University of Agriculture and Life Sciences.

Place and date: <u>Gödöllő, 2023</u> year <u>11</u> month <u>06</u> day

                      Student's signature

Please select the one that applies and delete the other types.[1]

STATEMENT ON CONSULTATION PRACTICES

As a supervisor of Alaa Riad Ghazal (CZZY0Y), I here declare that the final thesiS portfolio has been reviewed by me, the student was informed about the requirements of literary sources management and its legal and ethical rules.

I recommend/don't recommend the final thesis portfolio to be defended in a final exam.

The document contains state secrets or professional secrets: yes   no

Place and date: _____ year _____ month_____ day

Internal supervisor

Annex No. 2

CONTENT SUMMARY OF THE THESIS

Thesis title: Integration to Foreign Societies.

Internal Supervisor: Dr. Rudnák Ildikó

Created by: Alaa Riad Ghazal

Institute of Agriculture and Food Economics

Business Administration and Management (BSc)

Abstract:

In an era of unprecedented global interconnectivity, business expansion into foreign societies has become a defining feature of the corporate landscape. Integration of these businesses into diverse social, cultural, and economic contexts is critical to success, but it is fraught with multiple challenges and opportunities. This thesis delves into the complex dynamics of integration into foreign societies, providing a comprehensive examination within the realm of business administration in Hungary. It aspires to shed light on the critical factors that shape the integration process, identify key drivers and barriers, and chart a course towards not only improving integration but also realizing its transformative potential in Hungary.

The research highlighted the most important recommendations in the need for the owner to support diversity in the organizations through the human resource sector in the organization to use good means and developed planning and management methods to attract many employees with the best quality of their potentials for the best to achieve highly competitive to achieve profit.