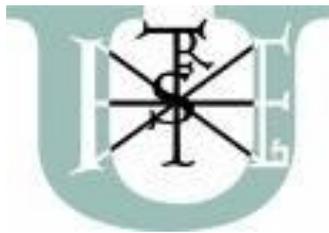


**SZENT ISTVÁN UNIVERSITY**

**GÖDÖLLŐ**



**Thesis of Doctoral (PhD) dissertation**

**CHARACTERISTICS OF HUNGARIAN EMPLOYMENT WORKING  
WITHIN THE EUROPEAN UNION**

**Imola Józsa**

**Gödöllő**

**2018**

## **The PhD School**

**Name:** Doctoral School of Management and Business Administration

**Discipline:** Management and Business Administration

**Head:** **Dr. Lehota József**

Professor, Doctor of the Hungarian Academy of Sciences  
Szent István University  
Faculty of Economics and Social Sciences,  
Institute of Business Studies

**Supervisor:** **Dr. Poór József**

Professor, Doctor of the Hungarian Academy of Sciences  
Szent István University  
Faculty of Economics and Social Sciences,  
Institute of Social Sciences and Teacher Training

.....  
Approval of the School Leader

.....  
Approval of the Supervisor

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# **1. ABSTRACT**

## **1.1. The relevance and actuality of the subject**

The free labor migration is a natural phenomenon of the globalized world and it is closely related to the process of globalization. The free movement of labor migration has gradually been intensified and the absorption capacity of European countries has been appreciated by the member countries expansion in the European Union. The migration from Hungary was not significant after Hungary became a full member state of the European Union (2004), but after the accession to the Schengen area (2007) and because of the economic crisis (2008) this process has been accelerated. Formerly if we heard about migration, we focused on immigration from other countries, and we did not really pay attention to emigration processes. Nowadays, the issue of labor migration is a timely topic, as we can see that more and more people leave their mother country, especially as younger and more educated people, try to be successful abroad. They have obtained the appropriate qualifications, education and work experience in Hungary before their decision. Human resources are also valuable in terms of national economies and the emigration of skilled, potential workers is a loss. There are Hungarians working abroad, some of them never wanting to come home because their decision is definitive or it seems to be. Significant labor shortages in domestic industry and the agriculture sectors have also been generated by this labor flow abroad. The lack of skilled workers implies that there will be more and more skill shortages. In those industries, where mechanization has been carried out, there is not so significant a lack of skilled workers. They try to solve the problems in these situations by trained workers, students and public workers, and the less skilled workforce trying to perform these tasks. The reliability of work, the quality of service to clients and customers may sometimes be questionable. We can always hear in the media and experience that there are serious problems in healthcare, not only with financial problems, but also with qualified staff as well. The emigration of doctors and healthcare staff was the first real alarm sign.

## **1.2. Objectives and tasks to be solved**

I am interested in studying the subject of working abroad, motivations and integration skills of Hungarians long ago, because some of my friends and acquaintances have already moved abroad for recent years. I used to go abroad several times, so I had the opportunity to get to live together with other Hungarians observe their habits and I saw their integration problems. I know that this topic is worth researching. My topic, which was publishing in the Scientific Student Conference: *The research about the link between motivation and integration competencies of Hungarians working in London*. Formerly a particular job was considered to remain during a lifetime, at least until retiring. Nowadays, this is absolutely not true, not only because employees change jobs due to their increased needs or requirements for novelties, but also because they do not always find suitable jobs, where they can profit and receive adequate remuneration according to their experience and qualifications. There are people who cannot or can hardly pay their increased living expenses with current domestic wages and revenues.

Many people think about opportunities abroad, how to start giving up their current life leaving their family at home in the hope of a better paying job. In addition, not only financial reasons can motivate, but also other factors such as lack of vision, hopelessness, language learning, the desire for adventure and a hope for “more free” life.

### **1.2.1. Research topics**

Moving is a part of our modern life and nowadays, the spatial availability by the improvement of global traffic conditions, is not a problem at all. We can get to any major city in Europe in a few hours with cheap discount airline services. Leaving the home country became more common due to the improvement of these conditions too. The feeling of wandering is twofold, in one hand we have to deal with the idea that life will never be the same and in the other hand we can look the future with hopeful expectation, to try to make better fortunes abroad by exchanging knowledge into money in order that our dreams come true. Not only economic aspects can be an incentive for individuals, but learning the novelty, the natural curiosity and finding challenges as well. In my dissertation, I do not discuss current “Exodus”, the migration of religious or war refugees, such type of flow from the East and Africa to Europe, and the related causes and tendencies. In my research I have been focusing on labor emigration of Hungarians for the period of recent five years (2013-2017). The topics of my research involve the following: the **labor migration**, the **mobility of employees**, **trends** of Hungarians working abroad, their chosen path of life, **motivations**, the **reasons of migration**, integrating competencies into foreign cultures. The paper does not focus on political aspects even if when some respondents wrote political things into the questionnaire and tried to divert the structured conversation during the interview.

**Research goals** are as follows:

- G1.** Explore the reasons of labor migration.
- G2.** Analyze the migration trends and mechanisms.
- G3.** Systematize the motivational elements of working abroad.
- G4.** Research the integration competency elements.



Figure 1. shows the “word cloud” of main keywords of the hypotheses related to the research questions.

### 1.2.3. Summary of the main elements of the research

Figure 2. shows the summarized main elements of the research. I determined the goals and research questions, which was followed by the theoretical background and the literature review. I reviewed the theoretical background of the research, the conceptual system and characteristics of migration, migration theories and motivations and topic models, related to culture. This part of the research was followed by determining the research goals and the hypotheses. Methods have been assigned to hypotheses. I examined and evaluated the hypotheses based on the study of the literature and the results of the empirical research. After the evaluation-analyzing, I summarized the results and have created my *new scientific and innovative results*.

I finished my dissertation with conclusions, suggestions and summary.

Research topics	Goals	Hypotheses
Migration reasons	<b>G1:</b> Exploring the causes of migration	<b>H1</b> <b>H2</b>
Trends in foreign employment	<b>G2:</b> Exploration and analysis of migration mechanisms	<b>H3</b>
Motivation	<b>G3:</b> Organize motivational elements	<b>H4</b> <b>H5</b> <b>H6</b>
Integration	<b>G4:</b> Investigating integration skills	<b>H7</b>

**Figure 2. Hypotheses system of the research**

Source: author’s construction

## 2. SOURCES AND METHODOLOGY

Before my empirical research I formulated the research topics and the hypotheses. I decided to make interviews and online questionnaires as methods. I did the questionnaire editing, considered the whole structure of the questionnaire before drafting the specific questions. The research questions were grouped according to the objectives of the research. The questionnaire starts with general questions, followed by theme-specific ones. I used the SPSS statistical program to evaluate the questionnaire surveys used as a starting point for my research and analyses. I analyzed the evaluation and analyses of the responses and compared the evaluation results with theoretical findings. Based on the results of the empirical research and on my hypotheses I made suggestions on further research issues in order to continue the research topic.

### 2.1. Research phases and samples

During my research, I investigated the period from 2013 to 2017. The year 2013 was decisive for me, as I was preparing for the Scientific Student Conference (“SSC”) and my topic was a research about the link between motivation and integration competencies of Hungarians working in London. This was the 1<sup>st</sup> Phase of the research, which was expanded with the series of interviews with “SSC” in 2014. During the 2<sup>nd</sup> Phase (2015 – 2016) I examined the migration reasons, the effects of age and education on emigration, and the emergence and preparation of culture shocks. In the 3<sup>rd</sup> Phase I have carried out more extensive research on reasons, circumstances and the willingness to return home from abroad.

#### I. Research phase:

- Data collection method: interviewing and personal inquiries
- Time period: **2013**. September – **2014**. April
- The population: Hungarians living and working abroad
- Place of inquiries: London
- Sample: 23 people
- Sampling procedure: random sampling

#### II. Research phase:

- Data collection method: questionnaire online survey, interviewing
- Time period: **2015 – 2016**
- The population: Hungarians living and working abroad
- Place of inquiries: United Kingdom
- Sample: 106 questionnaire respondents and 10 interviewees
- Sampling procedure: non-random sampling (snowball method)

### III. Research phase:

- Data collection method: questionnaire online survey, interviewing
- Time period: **2017. July 13<sup>th</sup> – 2017. August 10<sup>th</sup>**
- The population: Hungarians living and working abroad
- Place of inquiries: Europe
- Sample: 110 questionnaire respondents and 7 interviewees
- Sampling procedure: non-random sampling (snowball method)

During my five years of research, the sample of population consisted of Hungarians living and working abroad. *My research did not focus on seasonal workers and Hungarian employees “outsourced” to foreign companies*, because I was not sure that I could receive relevant answers about motivations and migration reasons, and regarding cultural differences, they can see the world through “different spectacles”. Respectively, those factors such as terror threats and the commonness of it regarding the destination and public security and national security factors may not have an impact on their willingness to return home as much as those people who are uncertain otherwise of how long they will remain and “go or stay” dilemma takes over their everyday lives. *I did not focus on motivations of “commuting workers” either*, because those people who move around because of close proximity of the destination country, they probably did it because of financial considerations and not because they cannot prosper here in their home country. In the next research, it can also be asked of these employees categories, which may be another direction for investigations.

### Applied Methods

Based on the general guidelines of the research methodology, my research was carried out by questionnaire surveys, interviews and case studies. Making these surveys took five years, these surveys are not representative, but the correlations, main tendencies and trends can be observed. My research is an exploratory data analysis, where the qualitative part consists of case studies and interviews and the quantitative part consists of questionnaire surveys.

I used the IBM SPSS Statistics program to process statistical data.

The importance of labor-related emigration factors is based on the average of *6 grades Likert scale*. The measure of the respondent’s agreement (the consensus study) has been used by *Kendall's coefficient of concordance (W)*.

The main motivational profiles have been identified by the *K-means clustering*.

In dispersion of migration profiles I have examined possible differences among different age groups and qualifications, among permanent migrants (stayers) and returnees by *Chi-square test* and *adjusted residuals*. Chi-square test was used to examine possible differences in willingness to return of different age groups and qualifications.

Figure 3. shows the data collection and analysis methods assigned to the research hypotheses.

<b>Research topics</b>	<b>Goals</b>	<b>Hypotheses</b>	<b>Data collection method</b>	<b>Analysis method</b>
<b>Migration reasons</b>	<b>G1:</b> Exploring the causes of migration	<b>H1</b>	literature reviews, interview, online survey	content analysis, comparative analysis, prioritization, consensus study based on the Kendall's Concordance Coefficient (W)
		<b>H2</b>	online survey	descriptive statistics
<b>Trends in foreign employment</b>	<b>G2:</b> Exploration and analysis of migration mechanisms	<b>H3</b>	literature reviews, interview, online survey	literature reviews, content analysis
<b>Motivation</b>	<b>G3:</b> Organize motivational element	<b>H4</b>	online survey	K-center cluster analysis
		<b>H5</b>	online survey	khi-square test
		<b>H6</b>	literature reviews, interview, online survey	literature reviews, content analysis
<b>Integration</b>	<b>G4:</b> Investigating integration skills	<b>H7</b>	literature reviews, interview, online survey	descriptive statistics

**Figure 3. Summary of Methods for Research Hypotheses**

Source: author's construction

### 3. RESULTS

During the research phases, I focused on different research questions within the research topics, but there were overlaps with the hypotheses content. Therefore, the test sections had to be assigned to the research hypotheses, which I summarized in Figure 4.

Hypotheses	I. phase	II. phase	III. phase
H1	✓	✓	✓
H2			✓
H3	✓	✓	✓
H4	✓		✓
H5			✓
H6			✓
H7	✓	✓	✓

Figure 4. Assigning the research phases for the hypotheses

Source: author's construction

#### 3.1. The reasons for working abroad

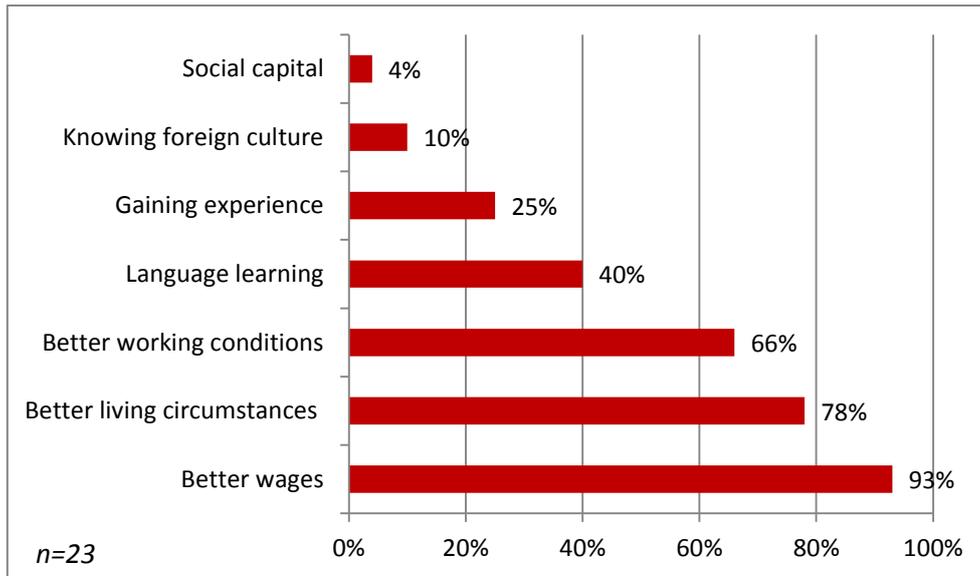
**H1.** The **main causes for working abroad** and the **order of importance** of these reasons have not changed for the past five years.

I examined the main reasons of working abroad during three phases of my research. Based on the content analysis of the interviews, I have found that decision-making about working abroad is usually preceded by thinking and planning, apart from a few cases where individuals go suddenly to an unknown area abroad.

In **Phase I. (2013-2014)**, 23 interviewees said without exception that they had already entrusted the idea of having more financial resources abroad. Job opportunities, better wages, challenges, new atmosphere and the novelty were motivating them.

Respondents gave several answers regarding the reasons for working abroad.

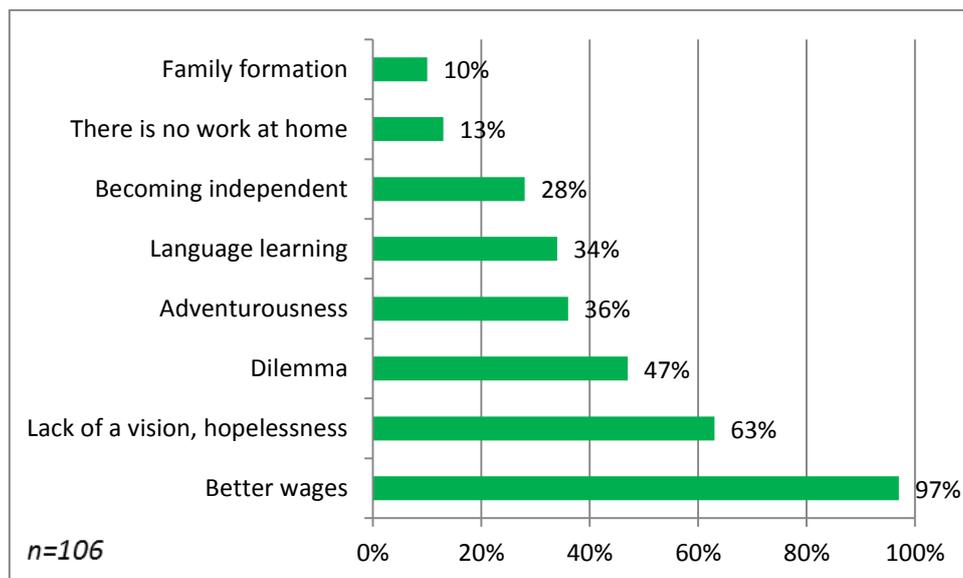
Figure 5. shows the most important reasons for working abroad. The results are as follows: 93% of respondents better wages, 78% better living circumstances, 66% better working conditions, 40% language learning, 25% gaining experience, 10% knowing foreign culture and 4% of the social capital (friends and working relationships).



**Figure 5. Evaluating the importance of reasons for working abroad (2013-2014)**

Source: primary research (2013 – 2014) by the author

In the **Phase II. (2015-2016)** there were 106 online respondents and 10 interviewees in the sample. Respondents gave several answers regarding the reasons for working abroad. Figure 6. illustrates the importance of reasons for working abroad.

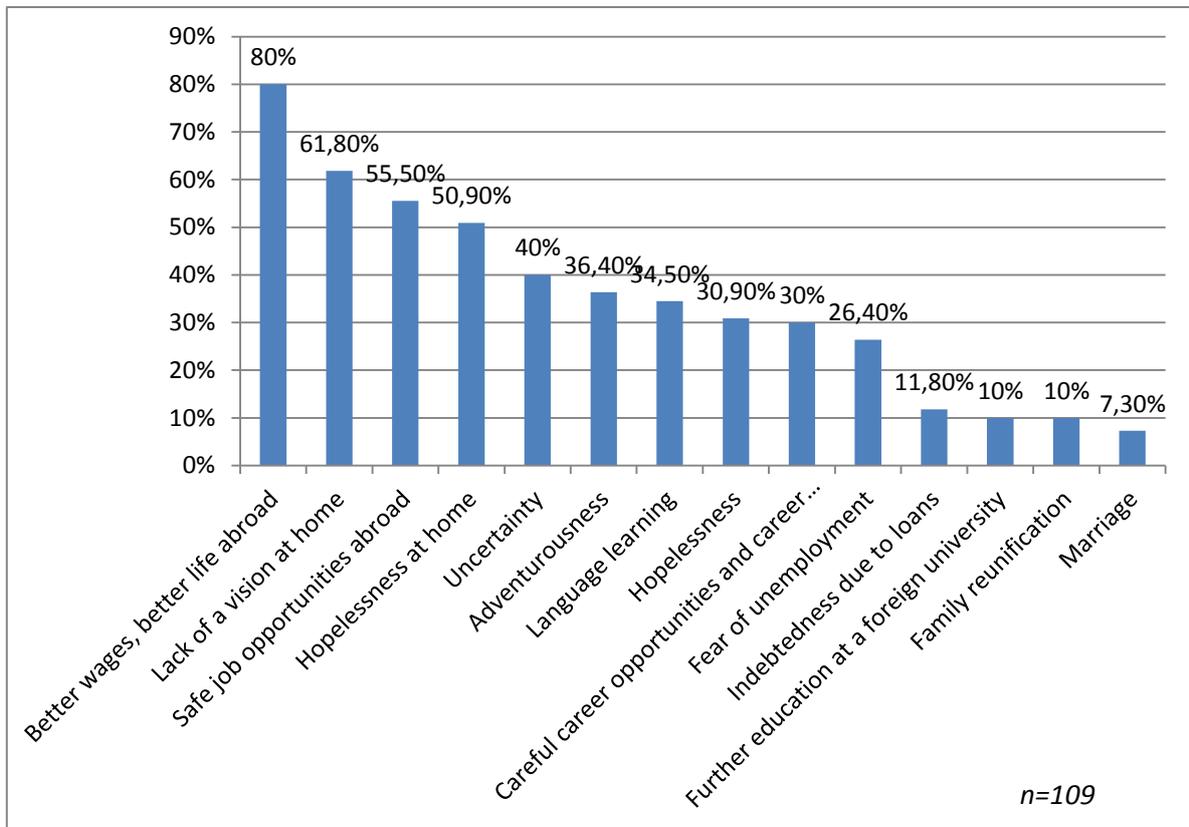


**Figure 6. Evaluating the importance of reasons for working abroad (2015-2016)**

Source: primary research (2015 – 2016) by the author

In term of the 2015-2016 periods the respondent’s answers regarding the reasons for working abroad: 97% better wages, 63% lack of vision, hopelessness, 47% dilemma, 36% adventurousness, 34% language learning, 28% becoming independent, 13% there is no work at home, and 10% family formation. Respondents have mentioned, beside the main reasons of their emigration that they feel much better in the destination country, there are better working conditions and they feel altogether better about their situation. It is interesting to mention that 30% of the questionnaire respondents would have tried the opportunities abroad if domestic wages would be at an appropriate level and would be a beneficial vision of the home country.

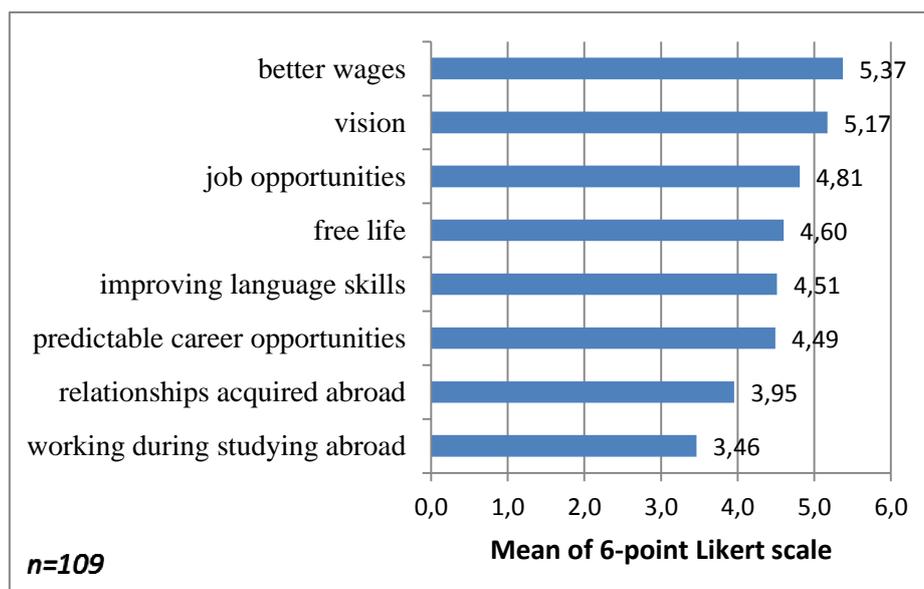
In the **third phase (2017)** there were 110 respondents and 7 interviewees in the sample of the survey (109 interviewees have evaluable answers from the on line survey). Respondents gave several answers. The main reasons can be seen in Figure 7.



**Figure 7. Main reasons of Hungarians working abroad**

Source: primary research (2017) by the author

Figure 8. shows the importance of reasons regarding labor migration.



**Figure 8. The importance of reasons of labor migration**

Source: primary research (2017) by the author

Based on the value of Kendall's coefficient of concordance ( $W = 0.242, p < 0.01$ ), there is not as large but statistically demonstrated agreement among respondents regarding the importance of the labor-related emigration factors. The result of the test shows that individual rankings are slightly overlapping, but the consensus is statistically detectable. If  $W = 1$ , then all respondents would have considered as important the same motivational factor.

The priority order of importance of motivational factors per research phase can be seen in Figure 9.

Rank number	I. phase	II. phase	III. phase
1.	Better wages	Better wages	Better wages
2.	Better living standards	Lack of a vision, hopelessness	Lack of a vision, hopelessness
3.	Better working conditions	The situation is forced	Job opportunities
4.	Learning languages	Adventurousness	“Free” life
5.	Gaining experience	Learning languages	Learning languages
6.	Knowing foreign culture	Becoming independent	Career opportunities
7.	Social capital	There is no work in the home country	Social capital
8.	-	Establish family	Foreign experiences

**Figure 9. The priority order of motivational factors per research phase**

Source: author’s constructions

After setting and prioritizing the motivational factors of three sections we can see that new reasons have been added to the main motivational factors of foreign workers. Although it has been proved that there is some commonality in some places.

Thus, the main reasons for labor migration abroad have not changed for the past five years, but beside economic motivations, such as pull factors, have also appeared push factors, such as lack of a vision, hopelessness at home country and dilemma.

*H1 – I accept the hypothesis in part.*

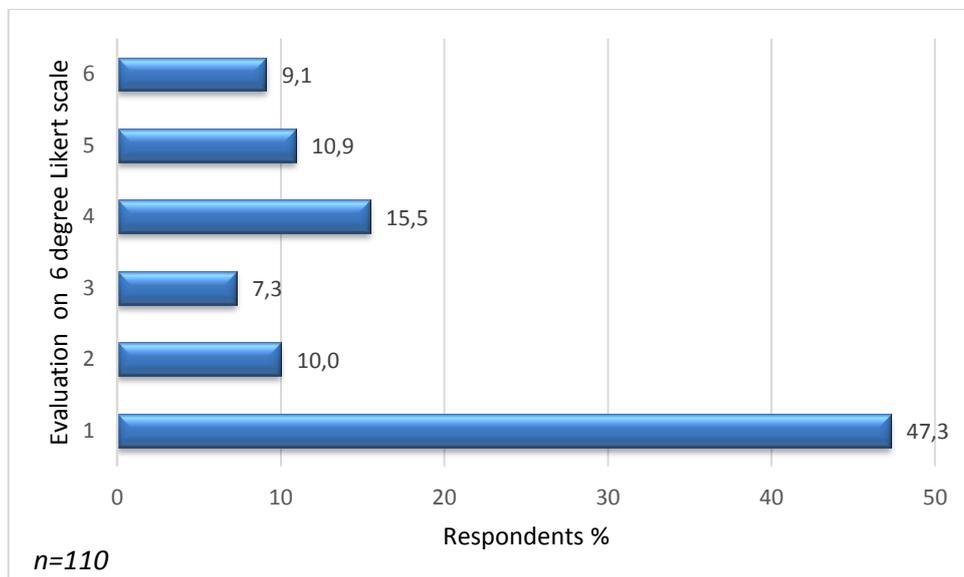
### 3.2. Terror threats and national security issues are in the reasons of return

**H2.** The **willingness to return** to home of Hungarians working abroad has been significantly influenced by new factors emerging in target countries for recent years such as **terror threats** and national security issues.

Beside the migration process and evolution, it is important to focus on the area about returning migration that is the issue of returning to the home country. According to the optimistic view, emigrants return home after a while, gaining experience, knowledge, professional experience, as knowledge transfers. Based on the mirror statistics, there is some return flow, a back-migration that is homecoming. However, in many cases, due to the lack of declarations, the amount of backflow can only be obtained in the course of censuses. It is not possible to know the proportion of those returning home or moving to another country or simply about the missing Hungarian citizens.

In the **third phase** (2017) I studied factors influencing returning labor migration. During the investigation, I tried to find answers if terrorist attacks often occurring today and terror threats in destination countries, affected the Hungarians' willingness to return home from abroad.

On the sixth Likert scale (Figure 10), the value 1 has been indicated by 47.3% of respondents, 10% indicated value 2, so 57.3% of the respondents did not consider the terror threat to be important factor influencing returning labor migration. 7.3% of respondents rated 3, 15.5% of them rated 4, and 10.9% rated 5. Value 6 has been rated by 9.1%. If the percentages of markers 5 and 6 are added, it is exactly 20%. Indicating value 6, who considered that terror threats have a full effect on decision-making about their return, represents 9.1% of the sample.



**Figure 10. Terror threats and willingness to return (2017)**

Source: primary research (2017) by the author

During the third phase as a result of the questionnaire survey and interviewees' responses I have come to conclusion that terror threats and national security issues are not significantly affected on the (2017) respondents' willingness to return home.

H2 – I completely reject the hypothesis.

### 3.3. A new model of emigration mechanisms

**H3.** The current mechanisms of the Hungarian migration trend cannot fit into a single migration model.

The migration models and theoretical foundations already found in the literature are not systematized sufficiently to help understand migration processes and reasons. International migration does not have a coherent, comprehensive theory, only theoretical fragments have emerged, and models have revealed, which are separate from each other. The theory of neoclassical economics focuses not only on differences in wages and employment differences between countries, but on the costs of migration as well. According to this theory the reasons of labor migration are on individuals' decision to maximize their income. Theories use different individual, domestic, national, and international levels to make analyses of causes and effects, which does not mean that these theories are incompatible with each other. In my opinion it is entirely possible, if individuals strive to maximize income, while households and families try to minimize risk while at the same time both decisions to make changes are influenced by national and international structural forces.

The system of migration theories is illustrated in Figure 11. Micro level theories always look at the individual's point of view, in line with individual expectations, preferences, and values. In Csepeli (2001), we can see that individual change is when there is some dissatisfaction in the individual. At the micro level of migration theories, migration causes are personal in nature and the clear goal is to eliminate dissatisfaction, the action plan guaranteeing the achievement of the goal, the sequence of actions and the knowledge of the cost of change will initiate the change process.

At mezo level, the social network, the relationships, the system of connections are organized on different bases (ethnic, national). The new theory provides researchers and decision makers a more accurate view of migration processes.

Based on the results of the literature I have found that behind the migration mechanisms there are complex processes, motivations, migration directions, cost-benefit and risk minimization considerations. Hence, the actual mechanisms of Hungarian migration cannot be fitted into a single migration model, or even in several models. Therefore, it is necessary to create a new model that can be used to describe causes and processes of labor migration.

*H3 – I accept the hypothesis in its entirety.*

The validity of migration theories	The evolution of migratory theories (chronologically)	Micro level	Mezo level	Macro level
	1. Neoclassical Economics: Macro theory			✓
	2. Neoclassical Economics: Micro theory	✓		
	3. Theory of the dual labor market			✓
	4. Segmented labor market			✓
✓	5. World System theory			✓
	6. Pull-push theory			✓
	7. Micro behavioristic model	✓		
	8. Social Networks System			✓
	9. The new economy of migration (NELM)		✓	
✓	10. Institutional theory		✓	
✓	11. Network theory		✓	
✓	12. Social capital theory		✓	
✓	13. Cumulative causation		✓	
	14. The theory of migration (channels)			✓

Figure 11. The system of migration theories

Source: author's constructions

### 3.4. Profiles of workers abroad

**H4.** By examining the motivations of employees working abroad and the reasons of labor migration; it is possible to create main groups of employees, whose characteristics can facilitate the **profiling of employees** abroad.

In the **first phase** (2013 – 2014), based on the answers given by the respondents, the following main groups and characteristics are presented:

- **They are craving:** Their character loves foreign countries. Everything, which is not Hungarian, is attractive.
- **Challenge seekers:** They plan to stay abroad for shorter (temporary) or longer stay. They love travelling and can adapt to foreign cultures.
- **Insistent:** Later they would like to live in Hungary, so they are planning to work and stay abroad for a shorter time. Basically, they prefer neighboring countries.

Regarding the **motivations for working abroad**, based on the responses given by the respondents, I formed the following main groups:

- Career focused
- Traditional values
- Family-centered
- Worried

**Table 1. The cluster averages (centroids) of respondent groups made by K-means clustering method based on the importance of the motivation factors of emigration.**

Motivation factors of emigration	Clusters		
	Challenge Seekers (n=29)	Economically motivated emigrants lacking of vision for the future (n=49)	Loss of hope, economically stronger motivated emigrants (n=32)
Education	0.1	0.1	0.2
Learning languages	0.6	0.2	0.4
Family reunification	0.0	0.2	0.1
Marriage	0.0	0.1	0.1
Better wages, better living	0.7	0.7	1.0
Job opportunities	0.5	0.4	0.8
Career opportunities and career advancement	0.5	0.1	0.5
Adventurousness	0.8	0.0	0.5
Hopelessness in home country	0.1	0.4	1.0
Uncertainty	0.1	0.2	1.0
Hopelessness	0.0	0.1	0.9
Lack of a vision in home country	0.2	0.6	1.0
Fear of unemployment	0.1	0.1	0.6
Indebtedness due to loans	0.0	0.1	0.2

*Note:* Since the variables used for cluster analysis were binary (dummy) properties, the values in the table indicate by clusters how many respondents considered the factor relevant (0 = no one, 1 = everyone)

Source: author's calculations based on primary research (2017)

Based on K-means clustering results, three migration profiles have been identified (Table 1). Deeper toned color indicates that respondents considered the factor to be more relevant.

1. Challenge Seekers (n=29)
2. Economically motivated emigrants lacking a vision for the future (n=49)
3. Loss of hope, economically stronger motivated emigrants (n=32). It has the highest migration potential.

It is interesting to note that better wages and better living abroad are important factors in all three clusters, but among the economically-motivated-emigrants, everyone considered this factor important. In the other two clusters, better wages and better living are considered by value 0,7 of respondents as important factors.

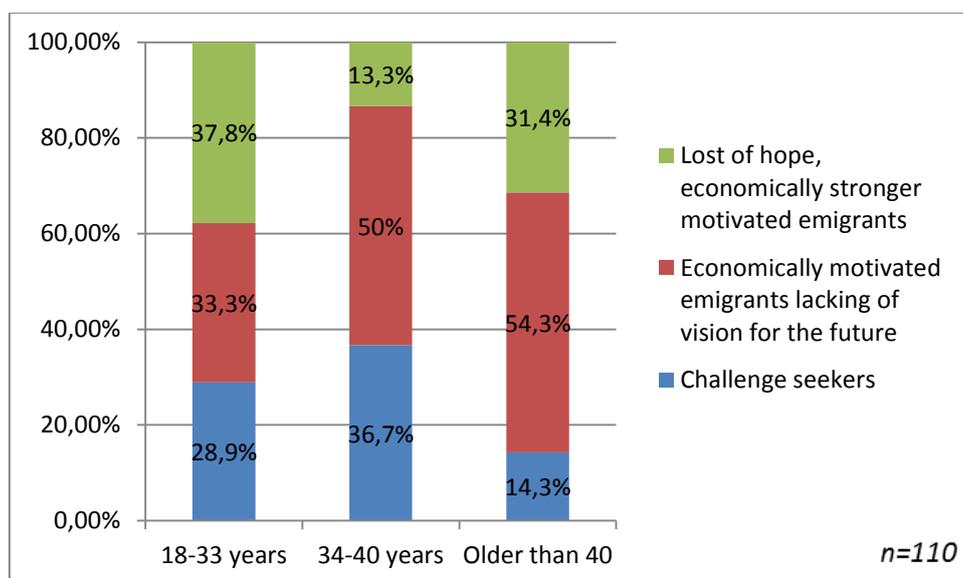
By examining the motivations and reasons for labor migration; I have created the profiles of the Hungarian emigrants based on the results of the research.

H4 – *I accept the hypothesis in its entirety.*

### 3.5. The impact of age and qualification on motivational factors

**H5. Age and qualification** have significant impact on the importance of motivational factors of foreign employment.

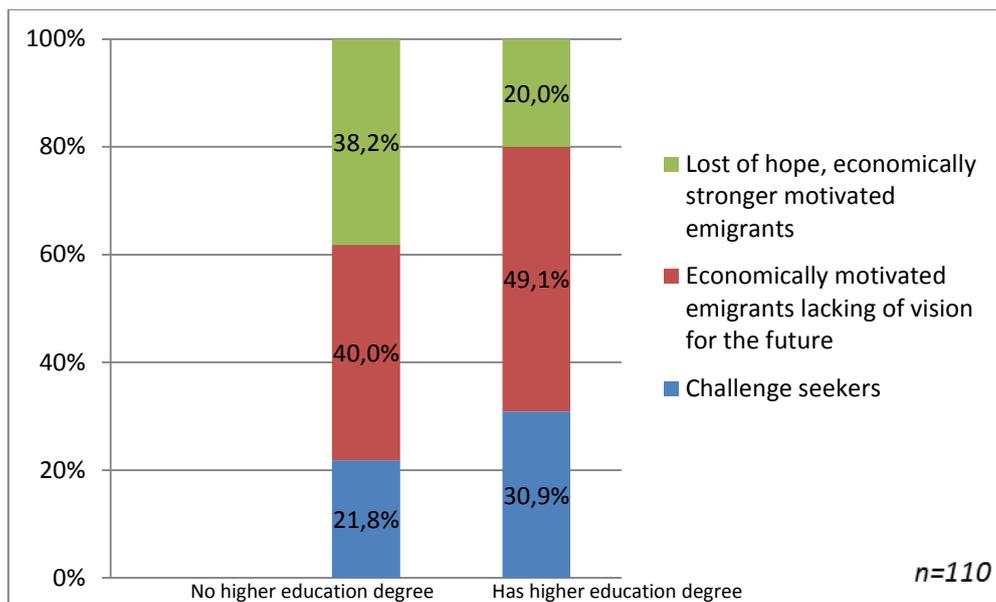
**In the first phase**, the content analysis of my interviewees’ responses showed that nearly 25% of respondents working in London have more degrees. In the sample one man has a legal qualification, five persons have diplomas in the field of economics, and four have diplomas in the field of natural sciences. There were no art students or artists at all.



**Figure 12. Percentage of respondents by three migration profiles per age group**

Source: Author’s calculations based on survey, primary research (2017)

Based on the results of the chi-square test ( $p = 0.055$ ), at 5% significance level due to the small elements of the sample there is no significant difference among age groups according to three migration profiles. However, Figure 12. shows that challenge seekers make-up 14.3%, only a small proportion of Hungarian emigrants over 40 years, compared to 28.9% at the age of 18-33 and 36.7% at the age of 34-40. It is interesting to note that the proportion of challenge seekers is greater in the age group of 34-40 years and the proportion of economically stronger motivated people is less (13.3%). The profiles of challenge seekers can be related to the need for self-realization although in different ratios, however there are in all three age groups.



**Figure 13. A Percentage of respondents by the three migration profiles per qualification (higher education)**

Source: Author's calculations based on survey, primary research (2017)

Based on the khi-square test result ( $p = 0,106$ ), there is no statistically significant difference related to general motivations of migration decisions of Hungarian emigrants having a university degree composed to no university degree group (Figure 13).

There are no significant differences in migration profiles between the age groups and education graduates. Beside economic motivational factors, new factors related to self-reliance have appeared not only amongst young and non-graduate emigrants, but in other age and higher education groups as well.

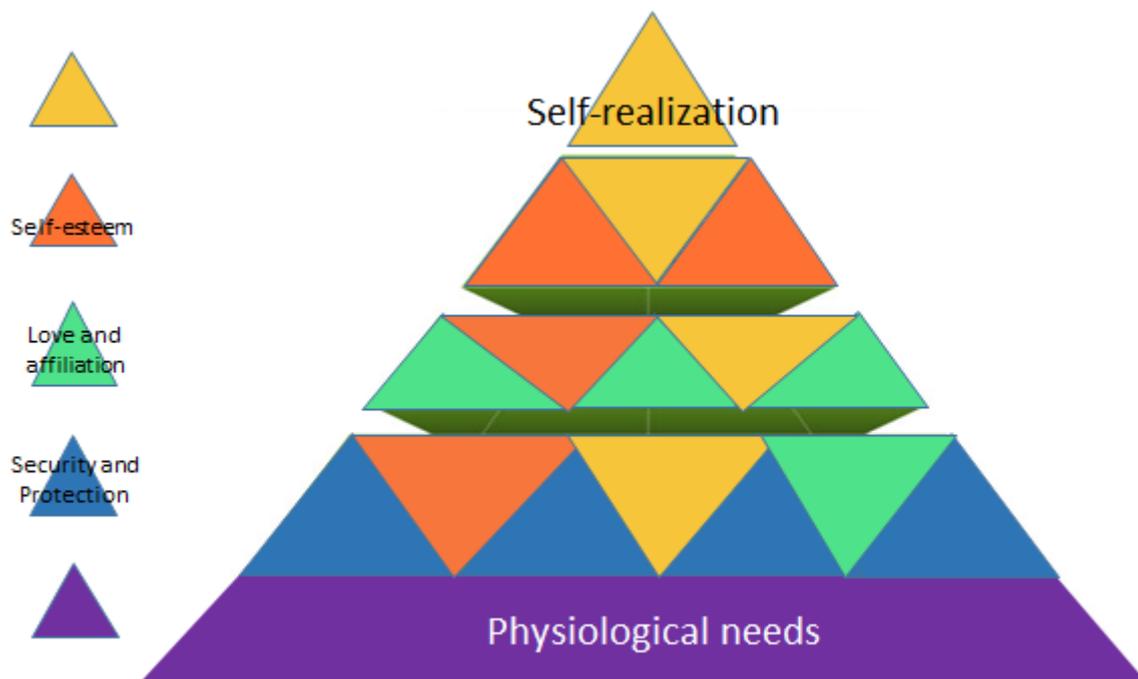
*H5 – I completely reject the hypothesis.*

### 3.6. The “value pyramid” of motivational factors

**H6.** The **motivational factors** of foreign employment can be arranged in a “**value pyramid**” to describe the individual preferences of Hungarians working abroad.

In all three research phases, I examined the motivation of Hungarians working abroad and I studied in detail the specific reasons that led them to try and start a new life abroad. During the content analysis, I found that there are many complex elements behind individual decisions and the factors considered to be basic needs and the higher motivational elements and their systems have changed. For this reason it has been proven that the classical Maslow theory, which describes motivations along a pyramid of hierarchically emerging needs, cannot describe accurately the emerging and changing order of preference, since most of the respondents answered that they are no longer sufficient to satisfy their basic needs. Therefore, I transformed the Maslow pyramid into a “sequenced value pyramid”, which better reflects individual preference levels, because there can be overlaps between levels and it may occur that a higher level of need can occur at a level or even several levels earlier. For example, self-realization can be classified as a person’s preference after satisfying the basic physiological needs, which can act as an incentive during the employment.

The sequenced value pyramid reflecting individual motivations in Figure 14. is a basic type that can be customized according to individual needs.



**Figure 14.** The “value pyramid” reflecting individual motivations

Source: author’s constructions

As a result of the research, I found the hypothesis is correct.

H6 – I accept the hypothesis in its entirety.

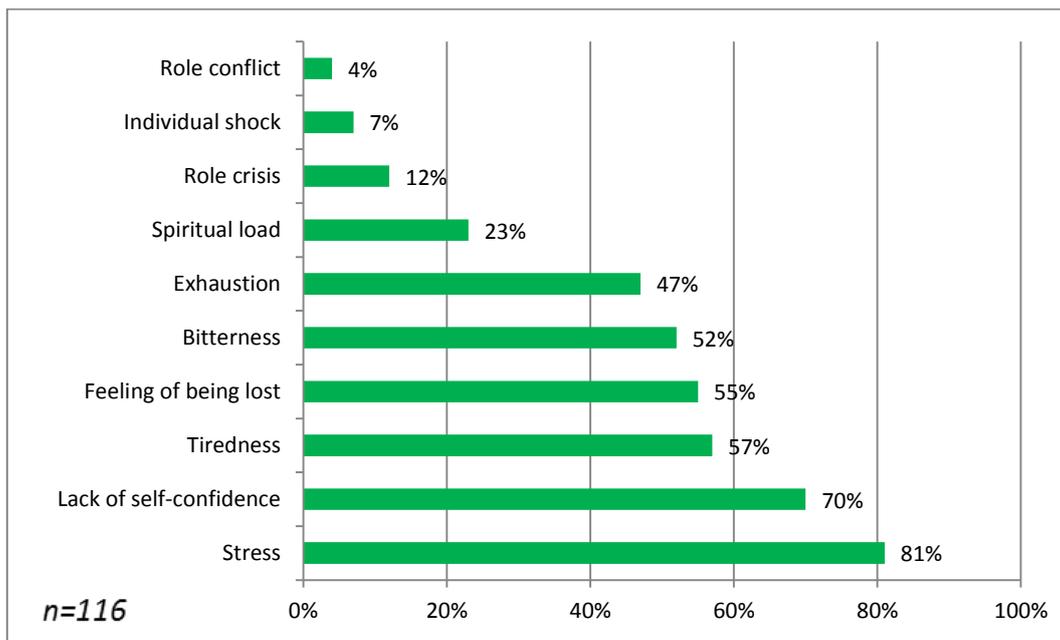
### 3.7. The culture shock and the competency elements of integration

**H7.** The perception of forms, intensity and impacts of **culture shock** among foreign workers has changed significantly for recent five years. There was also a significant change in integrating competency elements. (2013–2017).

Based on the results of the **first phase** of the research, I found that each person of group of 23-members sample (100%) had experiences in culture shock. The culture shock is experienced by all the people working abroad. Depending time spent abroad or before having spent more time abroad elsewhere an individual's adaptability is also affecting the individual being in certain stages of the culture shock. Those people who have been studying the phenomenon of culture shock before settling abroad, have been better prepared for it and they can integrate more easily. The main elements of integration competencies include: *interpersonal relationships*, *language knowledge* and *cultural curiosity*. Comparing the sections on culture shock with the time spent abroad, I have found, which is also emphasized by the literature that the stages of culture shock may alternate and we can return to a previous experienced stage.

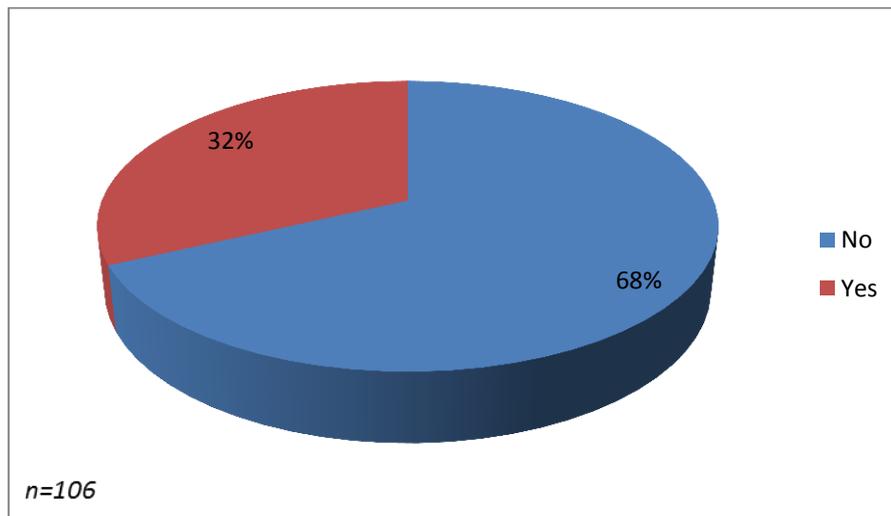
The results of the **second phase** of the research have shown that Hungarian employees have difficulties in integration into foreign cultures abroad, as they are not prepared for unexpected challenges, do not really know the concept of culture shock, have not done any cultural research before they left Hungary. Those who have previously studied cultural differences, different cultures and habits, are more prepared to handle the situation better and they have integrated sooner than those who are in cultural ignorance.

Respondents and interviewees listed the ten major symptoms of culture shock as shown in Figure 15. Stress was the main symptom mentioned by 81% of the respondents and 70% of them mentioned lack of self-confidence.



**Figure 15. Typical symptoms of culture shock**  
Source: primary research (2015 – 2016) by the author

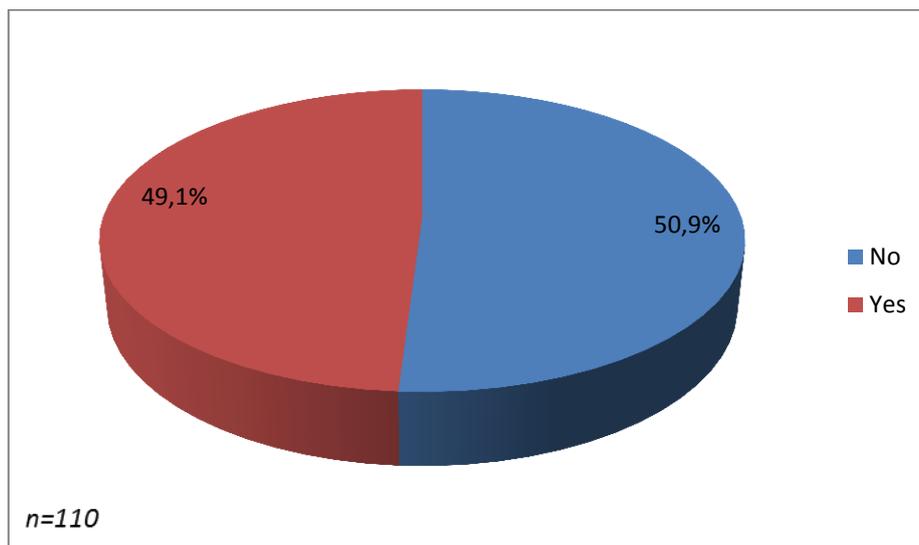
Figure 16. shows that 68% of respondents (2015-2016) have not heard about the concept and the phenomenon of culture shock.



**Figure 16. Respondents who have heard about culture shock (2015-2016)**

Source: primary research (2015 – 2016) by the author

By the end of **third phase**, I have found that 50.9% of respondents (2017) have not heard about the concept and the phenomenon of culture shock. (Figure 17)



**Figure 17. Respondents who have heard about culture shock (2017)**

Source: primary research (2017) by the author

In the destination country Hungarians that struggle with integration problems, are not prepared sufficiently for cultural differences, different customs and other challenges.

During the three research phases, based on the answers of Hungarian respondents and the interviewees, I found that the forms, intensity and impact of culture shock have been changed significantly for recent five years. There was no significant change in the system of competency elements helping the integration.

*H7 – I accept the hypothesis in part.*

### 3.8. Checking of hypotheses

**H1.** The **main causes** of working abroad and the **order of importance** of these reasons have not changed for the past five years.

✓  *I accept the hypothesis in part.*

**H2.** The **willingness to return** home of Hungarians working abroad has been significantly influenced by new factors emerging in target countries for recent years such as **terror threats** and national security issues.

*I completely reject the hypothesis.*

**H3.** The current mechanisms of Hungarian migration trend cannot fit into a single migration model.

✓ *I accept the hypothesis in its entirety.*

**H4.** Examining the motivations of employees working abroad and the reasons of labor migration; it is possible to create main groups of employees, whose characteristics can facilitate the **profiling of employees** abroad.

✓ *I accept the hypothesis in its entirety.*

**H5.** **Age** and **qualification** have a significant impact on the importance of **motivational factors** for foreign employment.

*I completely reject the hypothesis.*

**H6.** The **motivational factors** of foreign employment can be arranged in a “**value pyramid**” to describe the individual preferences of Hungarians working abroad.

✓ *I accept the hypothesis in its entirety.*

**H7.** The perception of forms, intensity and impacts of **culture shock** among foreign workers has changed significantly for recent five years. There was also a significant change of integrating competency elements. (2013–2017).

✓  *I accept the hypothesis in part.*

#### 4. NEW SCIENTIFIC AND INNOVATIVE RESULTS

**R1.** Based on the results of my empirical research (structured personal interviews, online surveys), I found that there have been no changes for the past five years due to the main reasons for Hungarian employees moving abroad, but beside the pull reasons appear push factors such as lack of vision, hopelessness at home, and dilemma.

**R2.** I have found that in recent years the terror threats experienced in destination countries do not affect significantly on the willingness of Hungarians to return home from abroad. The terror threats in destination countries may change from minute to minute, and the terrorist threat official classification in a certain country can also be changed. For these reasons an individuals' security feeling can significantly change, since every person's ability to take risks are different, and risk-tolerant behavior depends not only on internal factors but on environmental impacts as well. Migration is not a moment but a period in which both human capital and information about them have changed. The third phase of the research started on the 13<sup>th</sup> of July 2017 and lasted until the 10<sup>th</sup> of August in 2017, so this result is a "snapshot" about the assessment of these factors affecting the willingness to return of Hungarians living and working abroad.

**R3.** I have found that the current mechanisms of international migration of Hungarians cannot be included in a single migration model known by the literature.

**R4.** I have explored the motivational characteristics of Hungarian emigrants along the motivation, destination country, language skills and the work activity dimensions. Based on the motivation and reasons of labor migration, I have created profiles: the *challenge seekers*, the *economically motivated emigrants lacking a vision for the future* and the *loss of hope, economically stronger motivated* Hungarian emigrants.

**R5.** Based on the results of the empirical research, I have shown that age and qualification have no significant impact on the importance of motivational factors of decision for labor migration abroad.

**R6.** Based on the order of importance of the motivational factors, I have created the sequenced "value pyramid" reflecting the individual preferences of Hungarian employees.

**R7.** By comparing my own research findings with the literature, I have shown that intensity and impact of culture shock of employees working abroad have changed significantly for recent five years. Furthermore, I found that there was no significant change in the system of integration competency elements.

## 5. CONCLUSIONS AND RECOMMENDATIONS

One of the main reasons of labor migration is due to the process of economic development. Geographic locations, different labor supply and demand, and the difference between wages are motivational factors. This migration process (flow) influences not only the number and composition of the majority of countries, but the economic and social situation of the sending and receiving countries as well. While it means labor-intensive and one of possible solutions to problems of population decline in the host country, the population of the sending country declines, which causes a lack in the workforce.

In my research I focused on labor emigration of Hungarians in the previous five years (2013–2017). The topics of my research involve the following: the labor migration, the mobility of employees, trends of Hungarians working abroad, chosen path of life, motivations, the reasons of migration, and integration competencies into foreign cultures.

During my research, I have found new and innovative conclusions:

1. There has been a significant change of main reasons and their order of importance of Hungarian labor migration abroad for the last five years. Economic motives are still among the main reasons, but new factors have emerged, so economic reasons may be mixed and complemented, for example, with the goals of self-fulfillment. Various and interesting jobs cannot only provide for better living, but individuals can accomplish and realize themselves if necessary and in case of creative work the risk is less for the employee leaving because of boring and monotonous work.
2. The terror threat experienced in recent years in emigration countries has no significant impact on the willingness of Hungarians to return home from abroad. However, it is unclear how the terror threat in destination countries will be in next few years, so it is also impossible to estimate the extent of Hungarian employees returning home from abroad. At the same time, it would be necessary to have a database that could give a realistic state of the number of actual emigrants and returnees. Since the current data is not accurate and the domestic statistics do not match the mirror-statistics of destination countries, there is a real need for a more transparent and complex system for refining the database.
3. The mechanisms of international migration of Hungarians in recent years cannot be inserted into frames of a single migration model known by literature. The recent models focus on starting factors of the mechanisms of migration, the reasons of labor migration, the decision-makers and other push and pull factors. The complexity of decision processes, motivations, individual fates, and family relationships both influence the decision-making. If we compare the models and theories, we can conclude that there are micro labor migration factors depending on the decision of the individual, which are factors found in the environment of the individual. Such motivators exist at the mezo and the macro level as well. By rethinking and redesigning existing theories, new theories can be created, which can describe more accurately the labor migration processes.

4. I have found general features of Hungarian emigrants along the motivation, destination country, language skills and work activity dimensions. Based on the motivations of employees working abroad and the reasons of labor migration, I created the profiles of employees. I have identified the *challenge seekers*, the *economically motivated emigrants lacking a vision for the future* and the *loss of hope economically stronger motivated Hungarian emigrants*.

5. Age and qualification have no significant impact on motivational factors of decision-making for working abroad. There was an opinion even a few years ago that, after a certain period of time, we do not have to change, to move, neither within a country, nor abroad. However nowadays we can see older, still active employees try to be successful abroad. In terms of qualifications, the outcome may be different by researches, there are samples where a younger age group is represented and regarding qualification the proportion of graduates is considerably high.

6. Based on the importance of motivational factors of employees working abroad, I have created a “value pyramid” reflecting the individual preferences of Hungarian emigrant workers. This is a sequential value pyramid, which illustrates individual preferences. The classical needs levels can reach (like matrix) to the next levels, meaning that a higher level need may get to a lower level of the pyramid. There are many factors, which can influence describing the preferences of an individual by a specific sequential value pyramid.

7. The assessment of the forms of appearance, intensity and impact of culture shock has significantly changed among foreign employees for the past five years. There are some Hungarians working abroad who still do not know about culture shock, have no idea what to expect in another culture, and they do not know the symptoms caused by culture shock. More effective information is needed so that individuals can prepare, get to know in advance, and having the knowledge to make the right decision to go or stay.

#### **Further research directions and issues**

In subsequent research, “outsourced” Hungarian employees and “commuters” (daily travelers) abroad will also be asked, and these may be new directions of research. In the future, via the examination of people planning to work abroad, as a migration potential, may also raise some questions, and the effects of Brexit should also be examined. As more complex systems or databases become available, these research questions should also be examined again.

## 6. PUBLICATIONS SPECIFIC TO THE DISSERTATION

### 1. Scientific journals

#### In Hungarian

Józsa Imola (2015)

Életutak és beilleszkedési kompetenciák vizsgálata Londonban

HADTUDOMÁNY: A MAGYAR HADTUDOMÁNYI TÁRSASÁG FOLYÓIRATA 25: (különszám) pp. 76-78. HR Megoldások a XXI. században – nemzetközi kitekintéssel – fókuszban a közszféra és a magánszféra. Budapest, (ISBN [978-615-5491-81-8](#))

Józsa Imola (2015)

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#### In English

Józsa Imola (2015)

Motivation and integration of Hungarians working in London VADYBA: JOURNAL OF MANAGEMENT 27: (2) pp.7-12. Klaipeda, Litvánia

József Poór, Imola Józsa (2015)

Evolution of External Consultant Involvement in Human Resource Management in Eastern Europe (1990-2007) JOURNAL OF EASTERN EUROPEAN AND CENTRAL ASIAN RESEARCH 2 (JEECAR): (1) pp.1-10. Minneapolis, USA. IEEACA Press

Imola Józsa, Sergey A Vinogradov, József Poór (2016)

Analysis of management consulting methods based on empirical research in Hungary VADYBA: JOURNAL OF MANAGEMENT 29: (2) pp.35-41. Klaipeda, Litvánia

Imola Józsa, Sergey A Vinogradov (2017)

Main Motivation Factors of Hungarian Labor-Migration in the European Union. VADYBA: JOURNAL OF MANAGEMENT 31: (2) pp.47-52. Klaipeda, Litvánia

### 2. Scientific conference presentations

#### In Hungarian

Józsa Imola (2015)

Életutak és beilleszkedési kompetenciák vizsgálata Londonban

In: Magyar Hadtudományi Társaság (szerk.) *HR-megoldások XXI. században- fókuszban a közszféra és a magánszféra*: Szakmai-tudományos konferencia. Konferencia helye, ideje: Budapest, Magyarország, 2014.12.02. Budapest: Magyar Hadtudományi Társaság. /Konferenciaközlemény/

Józsa Imola (2015)

Gazdaságelemzések módszertani lábnyma: A menedzsment tanácsadási módszerek elemzése. Konferencia helye, ideje: Gödöllő; Budapest, Magyarország, 2015.11.18. p.27.

Józsa Imola (2015)

Tanácsadás a biztosítási szolgáltatások területén

In: Csehné dr Papp Imola, Budavári-Takács Ildikó, Mészáros Aranka, Iliás Anikó, Poór József (szerk.) Egyéb szerzőség: Poór József, Drimál István (sajtó alá rend.);

Innováció – növekedés – fenntarthatóság: VII. Országos Tanácsadói Konferencia tanulmánykötete. 177 p. Konferencia helye, ideje: Budapest, Magyarország, 2014.10.30. Budapest: Budapesti Kereskedelmi és Iparkamara, pp. 101-106. (ISBN:[978-963-89734-1-2](#))

Józsa Imola, Vinogradov Sergey (2016)

A tanácsadási modellek gyakorlati alkalmazásának főbb sajátosságai

In: BKIK GSZT (szerk.) Megújulás és fenntarthatóság – Versenyképes és tudásalapú Magyarorszáért: VIII. Nemzetközi Tanácsadói Konferencia, Budapesti Kereskedelmi és Iparkamara. Konferencia helye, ideje: Budapest, Magyarország, 2016.10.26 Budapest: Budapesti Kereskedelmi és Iparkamara, pp. 1-8. (ISBN:[978-963-89734-3-6](#))

## **In English**

Józsa Imola (2015)

Careers and skills for integration of Hungarians working in London

NOVI EKONOMIST: THE JOURNAL FOR THE ECONOMIC THEORY AND PRACTICE 18: pp. 14-17. Konferencia helye, ideje: Bjelina, Szerbia: 2015.06.18. - 2015.06.19. Нови Економист часопис за економску теорију и праксу Година IX, број 18, јул-децембар 2015. Бијељина Србија. /Tudományos Konferenciaközlemény/

Józsa Imola (2015)

Human Resource Management Issues and challenges in foreign owned companies: Central and Eastern Europe (2011-2013): Poland

In: József Poór, Allen D Engle, Ágnes Szlávicz, Kinga Kerekes, Katalin Szabó, Ildikó Éva Kovács, Imola Józsa (szerk.) HUMAN RESOURCE MANAGEMENT ISSUES AND CHALLENGES IN FOREIGN OWNED COMPANIES: CENTRAL AND EASTERN EUROPE (2011-2013). p.164 Konferencia helye, ideje: Szlovákia Komárno: Janos Selye University, pp. 57-83. (ISBN:[978-80-8122-151-4](#))

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In: József Poór, Allen D Engle, Ágnes Szlávicz, Kinga Kerekes, Katalin Szabó, Ildikó Éva Kovács, Imola Józsa (szerk.) HUMAN RESOURCE MANAGEMENT ISSUES AND CHALLENGES IN FOREIGN OWNED COMPANIES: CENTRAL AND EASTERN EUROPE (2011-2013). p.164. Konferencia helye, ideje: Szlovákia Komárno: Janos Selye University, pp.125-152.

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Motivation and integration of Hungarians working in London VADYBA: JOURNAL OF MANAGEMENT 27: (2) pp.7-12. Konferencia helye, ideje: 2015. Klaipeda, Litvánia

Józsa Imola (2016)

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### **3. Book Excerpt**

#### **In Hungarian**

Józsa Imola (szerk.) (2015)

Tanulmányok a gazdaság, a társadalom és a filozófia területéről  
Budapest: PREMA Consulting, (ISBN:[978-963-7044-80-9](#)) /Szakkönyv/Tudományos

Józsa Imola (2015)

Az etika és az orvosi etika: A kegyes hazugság kérdésköre. In: Józsa Imola (szerk.)  
Tanulmányok a gazdaság, a társadalom és a filozófia területéről. Budapest: PREMA  
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Kiadó, pp.847-863. (Menedzsment szakkönyvtár) Negyedik bővített, átdolgozott kiadás.  
(ISBN:[978 963 05 9812 5](#))

Józsa Imola, Csákvári Péter, Csanádi Péter, Karádi Viktor, László Tamás, Baukovác  
Krisztina (2016)

2. rész: ISMERTEBB SZOLGÁLTATÁSOK: Pénzügyi Tanácsadás In: Poór József (szerk.)  
Menedzsment-tanácsadási kézikönyv: Innováció - megújulás - fenntarthatóság. p.843  
Budapest: Akadémiai Kiadó, pp. 407-429. (Menedzsment szakkönyvtár) Negyedik bővített,  
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In: József Poór, Allen D Engle, Ágnes Szlávicz, Kinga Kerekes, Katalin Szabó, Ildikó Éva Kovács, Imola Józsa (szerk.) HUMAN RESOURCE MANAGEMENT ISSUES AND CHALLENGES IN FOREIGN OWNED COMPANIES: CENTRAL AND EASTERN EUROPE (2011-2013). pp.57-83. (ISBN:[978-80-8122-151-4](#)) /Szakkönyv/Tudományos

Józsa Imola (2015)

Human Resource Management Issues and challenges in foreign owned companies: Central and Eastern Europe (2011-2013): Slovakia

In: József Poór, Allen D Engle, Ágnes Szlávicz, Kinga Kerekes, Katalin Szabó, Ildikó Éva Kovács, Imola Józsa (szerk.) HUMAN RESOURCE MANAGEMENT ISSUES AND CHALLENGES IN FOREIGN OWNED COMPANIES: CENTRAL AND EASTERN EUROPE (2011-2013). pp.125-152. /Szakkönyv/Tudományos/

### **5. Other publications**

Józsa Imola (2015)

4. Eset: London sem leányálom. pp. 18-19. Magyarország, Szaktanácsadási feladat: A külföldi munkavállalás előnyeinek, hátrányainak elemzése mentén. In: Poór József (szerk.) *TANÁCSADÁSI ESET GYAKORLATOK, a Szent István Egyetem GTK, Vezetés- és szervezés MSc, Tanácsadási szakirány hallgatói számára.* /Oktatási Segédlet/

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Rudnák Ildikó, Komor Levente, Józsa Imola (2015)

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Józsa Imola, (2017)

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