

Management Differences Caused By Different Cultural Backgrounds Of China And Hungary In Multinational Enterprises

Ildikó Rudnák^{a*} , Zhang Jieqian^b

a Hungarian University of Agriculture and Life Sciences, Gödöllő, Hungary, Email:rudn5k6@163.com

b Hungarian University of Agriculture and Life Sciences, Gödöllő, Hungary,

Email:zhangjieqian1@163.com

Abstract

With the rapid development of the global economy, international exchanges and cooperation have become increasingly close, which has promoted many companies in various countries to conduct transnational operations. Facing the new form of world economic integration, many Chinese companies are quietly going abroad and actively participating in international competition in order to seek broader development space. Since the establishment of diplomatic relations between China and Hungary, Hungary has always been China's comprehensive development strategic partner. However, Chinese companies will encounter many problems in their operations in Hungary. Among them, many problems brought about by changes in the multinational operating environment are the main problems for multinational companies in their multinational operations. In different countries, people live in their unique environments, forming some unique characteristics and cultures. Therefore, when a company conducts multinational operations, it needs to face the differences between different national cultures, corporate cultures, and employees of different cultures. In various social activities, it has become a must for managers to communicate and negotiate with local people and departments. One of the most important issues to think carefully and solve.

Key words: cultural differences, cultural conflicts, cross-cultural management.

1. Introduction

With the more "integrated" development of the world economy, the development of enterprises is no longer limited to one country. In China, Hungary is also one of the main goals for powerful enterprises to develop overseas in order to seek low costs or seize the market. Since the establishment of diplomatic relations between China and

Hungary in 1949, China and Hungary have cooperated closely in various fields and are important partners in economic and trade cooperation. The political and economic relations between China and Hungary are getting closer and developing well. In 2007, the trade volume between China and Hungary was 62.5%. 2.5 billion US dollars, an increase of 56.52 percent over the same

period last year. Among them, the value of China's exports accounted for 50.5%. 1.6 billion US dollars, with imports of 12.5 %. According to incomplete statistics, China's investment in Hungary has reached 1 billion US dollars. There is still great potential for Chinese enterprises to invest in Hungary.

At present, there are nearly 5000 Chinese enterprises and trading companies in Hungary. Most of them are small businesses and companies dealing in clothing, shoes, hats and bags, as well as hundreds of Chinese restaurants. (Cheng, 2011)

After years of development, a large number of Chinese enterprises have emerged in their development. Economic globalization has given enterprises of all countries the opportunity to go abroad and develop better in other countries. If enterprises enter the markets of other countries in the world, they will get more development opportunities. At the same time, they will also face many problems and challenges. Among the many challenges, the issue of cultural differences is a common problem.

The success of an enterprise requires special characteristics of work. These characteristics can be the leader's self-confidence, innovation, ability, sense of responsibility, leadership, and communication skills. This is similar in many different countries and different cultures. It is a common topic in different countries, because different societies or different cultures have created these differences, but it is a sign of economic integration. The country and culture of starting a business are different. Therefore, cultural characteristics may have an impact on entrepreneurial characteristics and business behavior. (Kurtuluş, 2020)

As Chinese enterprises are deeply influenced by Chinese traditional culture, when investing and operating abroad, they are very different from the cultural background of the investing countries. Therefore, there will be cross-cultural conflicts and contradictions in operation and management. In this context,

the cross-cultural management of enterprises will inevitably be valued by enterprises. As culture plays an important role in enterprise operation and related strategic management, scientific cross-cultural management is of great significance to any multinational enterprise.

2. Literature review

2.1 Cross-cultural conflict

There are many definitions of cross-cultural conflict. One definition that is commonly used is that cross-cultural conflict refers to the opposition and mutual exclusion of different forms of culture or cultural elements. Cross-cultural conflict not only means the conflict between multinational enterprises but also includes conflicts within the enterprise, which is due to the human resources structure consisting of employees from different cultural backgrounds. (Song – Liu, 2013)

Glasl (1982) a renowned German scholar of conflicts, defines social conflict as an interactive act that occurs between different parties (individuals, groups, organizations, etc.); at least one party feels the difference or incompatibility with another in the realization of one's thoughts, emotions, or wills, so much so that one party is negatively affected by another (several) parties.

This definition considers possible differences between different individuals in their perception of "conflict" and emphasizes that conflict arises as long as one of the parties to the conflict perceives the conflict according to its cultural standards. (Zhao, 2009)

2.2 Cross-cultural adaptation

Many definitions are discussed in different fields of anthropology, sociology, psychology, and management.

According to Adler (1975, p.79), cultural adaptation is "a domain problem in adaptation (that is, learning languages; being able to identify the names of cities, foods, and historical figures; and having basic work knowledge and folk customs)." This interpretation of concepts focuses on the cognitive interpretation of knowledge acquisition and adaptation.

According to Torbiörn (1982, p.54), subjective adaptation is "the degree of general satisfaction of an individual with his own situation in the host country". nation. "He suggested that the degree of subjective adaptation can be estimated by happiness or happiness.

Cultural adaptation and integration affect the success of enterprises and also affects entrepreneurs, and proactive performance is affected through personality, human capital and environment. This entrepreneurial environment includes national culture, life cycle, competitors and industry. (Kurtuluş, 2020) Culture may be an important factor in the formation of entrepreneurial characteristics. For cross-cultural companies, the integration of corporate culture can affect the success of the company.

Cross-cultural management is based on the management of employees. Human resources are one of the most important resources of an organization, and enterprises must attach great importance to it. Company leaders should select and train their

workforce, consciously develop organizational culture and employee cultural training, and effectively develop and motivate this resource can greatly help the company's cross-cultural management. (Szabó et al, 2021)

2.3 Cross-cultural management

Cross-cultural management can be cross-cultural "integrated management", but also cross-cultural "differentiated management". In the cross-cultural management of the transnational cultural management, the cultural differences in the environment can be accepted and processed in the enterprise management, to "chemically react" to promote the operation of the enterprise. However, this "chemical reaction" is a unique and unique description, which is mainly reflected in the "diversified personnel structure", "complexity of the business environment", and complexity of the company's internal management, etc.

Schneider (2011) put forward the cosmic opportunities and challenges brought about by cross-cultural management and discussed how national culture affects management and corporate efficiency, how national culture interacts with industrial culture and creates competitive advantages. In addition, he also discussed What management methods can organizations choose to help multinational companies grasp or develop the status quo and achieve good development in response to the challenges of multinational cultural companies.

Wei (2011), who wrote the book "Cross-Cultural Cases", can produce a large number of classic cases for analysis, and found that in cross-cultural management, management can succeed through localization of operations, so as to achieve better and faster success.

2.4 Hofstede's Cultural Dimensions Theory

Hofstede (1997) a Dutch scientist and a pioneer in cross-cultural management, and his research team, after nearly 11 years of efforts, have conducted a more comprehensive survey of nearly 160,000 managers at IBM's subsidiaries in 50 countries around the world and developed a national cultural model. (Hofstede,1997) Differences in behaviors and attitudes of managers from different cultures and countries have been found and quantified by Hofstede in his national cultural model with complements from other scholars. Hofstede summarizes the five dimensions with national cultural characteristics: "(1) power distance; (2) uncertainty avoidance; (3) Individualism and collectivism; (4) masculinity and femininity; (5) long-term orientation and short-term orientation ". (Hofstede, 2010, p.22)

These five dimensions constitute the Hofstede's national cultural model, which is one of the most representative theoretical models of cross-cultural management to measure the intercultural differences within various types of organizations.

The model of Hofstede identifies six cultural dimensions, based on which the different cultures can be analyzed and compared. In a globalized world, cultural differences prove to be more and more important, especially in the business world, as the number of cross-cultural interaction increased. The model of Hofstede provides a foundation for

intercultural management and help the understanding of organizational culture and consumer behavior.

Power distance

The power distance dimension explores the attitude of the society toward inequalities and the ways individuals in certain positions are approached by others with different social status. Hofstede defined power distance as "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally". (Hofstede, 2010, p.35) A low score in this dimension described a society, where each individual has to follow the same rules and law and equality is pursued in the different aspects of life. Opposed to this, a high score depicts a society where inferiority and superiority is present and inequalities are accepted within the society.

Individualism vs. collectivism

The second dimension explores "the degree of interdependence a society maintains among its members". (Hofstede, 2010) In societies, where individualism plays a more significant role, the members of society are expected to take care of themselves and should not rely on the support of their community. On the contrary, in case of collectivist societies, group interest is primary, and individuals identify themselves as part of their community.

Masculinity vs. femininity

The third dimension is masculinity versus femininity. This aspect focuses on the main drivers of the society. In a masculine society, competition is fundamental, and success is defined by being the best at a certain field or to perform better than others. On the contrary, in a feminine society, caring, loving and a good quality of life define success. In feminine societies, individuals focus on their well-being more, while in masculine societies, individuals compare their performance to others. Hofstede describes the difference between a masculine and

feminine society as "the fundamental issue here is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine)".(Hofstede, 2010, p.56)

Hofstede defines masculinity as the degree to which the dominant values in society emphasize self-confidence and access to money and other material materials. (Hofstede, 2010, p.58)

Uncertainty avoidance

The fourth dimension is uncertainty avoidance, which focuses on the attitude of the societies towards the uncertainties of the future and how much the society tries to control these. Hofstede defines this dimension as "the extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these". (Hofstede Insight, 2021, p.3)

This also reflects usually on the general behavior of the individuals in the society. Those cultures, which have a high tolerance of uncertainty are usually more relaxed and easy-going and can accept change and uncertain situations much easier. Oppositely, the individuals who are part of a culture with a low score in uncertainty avoidance can seem to be more stressful as change and the unknow event of the future and pose a challenge in these cultures. In these cultures, measures to control future events are more common.

Long term orientation vs. short term orientation

The fifth dimension is defined as "how every society has to maintain some links with its own past while dealing with the challenges of the present and future". (Hofstede, 2010, p.135) Those societies, which have a low score in this dimension, can be interpreted as normative. In these societies, traditions and habits are maintained and history is respected, historical events are celebrated. As traditions are important to these societies, change that would have an impact on these traditions in not preferred and change in general does not happen easily.

Long term-oriented societies are more open and also more pragmatic. These societies usually thrive to modernize and try to prepare for the future by encouraging change and introducing modern technologies in all aspects of life, especially in education.

Indulgence vs. Restraint

The last dimension in the model of Hofstede is indulgence versus restraint. This dimension focuses on how much individuals can control their desires and during the upbringing of children, to what extent restrictions are present. As defined by Hofstede, it is "the extent to which people try to control their desires and impulses". (Hofstede, 2010, p.128)

Analyzing the different cultures of China and Hungary based on Hofstede's cultural dimensions theory

Table 1. Hofstede's cultural dimensions theory. (Hofstede – Minkov, 2010)

	China	Hungary
Power distance	80	46
Individualism vs. collectivism	20	80
Masculinity vs. femininity	66	80
Uncertainty avoidance	30	82
Long term orientation vs. short term orientation	118	58

As can be seen from the chart, China's PDI is at a high level of 80. This means that Chinese people can accept the inequality between people, and the power distance is relatively large, which is in line with the characteristics of traditional Chinese culture. An obvious difference between Chinese and Western cultures is that Chinese culture contains more history and philosophy about "power". Hofstede's research on Confucian culture found that the stability of traditional Chinese society was built on the unequal relationship between people. Confucius defined five basic social relationships in the "Five Theories": the relationship between ruler and minister, relationship between father and son, relationship between brothers, relationship between husband and wife, and relationship between superiors and subordinates. and inferior. The Chinese have long been accustomed to accepting these socially arranged roles and fulfilling their obligations. For thousands of years, Hungary's PDI of 46 is a lower number, which means that Hungarians have less power distance and more equal relations between people. This places Hungary in the group of countries with lower power distance scores. This means that Hungarian society is quite independent and there is no strong hierarchical structure in the society. Hierarchy, as Hofstede describes it, is just for convenience, which means that it provides a structure to the organization, but managers and leaders rely on employee participation. (Hofstede Insight, 2021) It cannot be said that a score of 46 means that there is no hierarchy in the workplace. This suggests that there is a certain distance in the hierarchy. Also, Hungarians prefer charismatic and powerful leaders to leaders because they are too dependent on subordinates and are hesitant to make decisions.

For Individualism and collectivism, China scores very low, only 20 points. This shows

that Chinese culture is a highly collectivist culture. China has a vast territory, a large land area, and different geological environments. Due to geographical and natural conditions. Every generation needs to withstand the test of natural disasters, individuals and families cannot fight against nature. They need to form tribes, villages and nations to fight the harsh living conditions in the form of collective organizations. The foundation of Chinese culture is the natural economy of farming, and Chinese farming culture has long been in the leading position in the world. The gentleness of farming culture is reflected in "peaceful coexistence", relying on "collective strength". The collectivism formed by the farming culture for thousands of years and the individualism formed by the family lifestyle have coexisted in China for a long time.

Hungary scored 80 on this dimension, indicating a more individualistic society with loose group interests. In Hungary, individuals are expected to take care of themselves and their close relatives, but are not expected to be involved in achieving common goals. In the workplace, this is reflected in two major trends. First, in terms of workplace management and rewards, it is important to evaluate employees on the basis of their individual contributions rather than as a team as a whole, as individual work is considered more important. (Falkné, 2014) Second, as individuality is valued, personal connections and networks play an important role in Hungarian society, not only in the workplace but also in everyday life. Due to the high level of social loyalty, these personal networks are valued and provide a kind of safety net for individuals next to their families. (Ardo, 2001) However, disagreements exist regarding the level of individualism in Hungarian society. Falkné (2014) argues that this loyalty in Hungarian society is due to a higher level of collectivism within the society as measured by Hofstede.

The GLOBE study measured organizational behavior and leadership styles across cultures and also found high levels of in-group collectivism. (Globe, 2020) Furthermore, in recent years there has been a strong rise in nationalism in Hungary, not only in national politics but also in the public. (Toomey, 2018) Nationalism is based on the concept of collective belonging to the same state and protection of the state. This sense of collective belonging based on a shared culture, history and nation runs counter to the strongly individualistic conception of Hungarian society. Overall, it can be concluded that Hungarian society is still mostly individualistic

For masculinity and femininity, China's index is 66. China is an agricultural country. Due to differences in agricultural power, men are the main labor force. Men work outside the home and women mainly take care of their families. Feudal ethics has been stereotyped in the Han Dynasty. The concept of "Men are responsible for the outside, women are responsible for the inside" has been formed, and it still affects the concept of marriage between men and women. Chinese society basically believes that men are superior to women, until modern society, the concept of men being superior to women is gradually being broken. China now advocates equality between men and women, improves women's social status, and protects their rights and interests.

A score of 88 means Hungary is a very masculine society and Hungarians are very proud of their sporting achievements, especially when it comes to the country's performance at the Olympics. The success of a small country like Hungary in different sports also means there is a playing field in the country. Also, in Hungary, gender is expected to conform to traditional gender roles. Men are expected to be the primary caregivers of the family and to be strong in any situation, while women are expected to

take care of the children and maintain the family. (Ardo, 2001)

However, Falkné Bánó (2014) conducted her own research in which Hungarian society scored 17 on this dimension, indicating a very feminine society. The sample examined by Falkné Bánó (2014) included a larger number of participants, but it cannot be said that the study by Falkné Bánó (2014) paints a better picture of Hungarian society. On the one hand, other surveys support Hofstede's measure of high masculinity, particularly studies conducted in the workplace. (Tompos, 2014) On the other hand, women and men were markedly different in age groups, which may have contributed to the regime change in 1989. People who grew up in democracies seem to have different values than older people who grew up in democracies. communist regime. (Tompos, 2014)

China is a country with low uncertainty avoidance. China has a moral tradition of "forbearance first", "harmony is the most precious", and "grievance is enough". Specifically in enterprise management, under the correct leadership and decision-making, when collective implementation is required, employees can take into account the overall situation, "think for others", and show a strong spirit of collectivism. In an environment of innovation and change, when employees are asked to make suggestions, the psychological impact of the above "harmony is more valuable" means that once a member disagrees, it means that he must take inescapable responsibility for everything that may happen. The consequences of "dissent", the threat of insecurity forced him to give up his views. Traditional Chinese culture has varying degrees of uncertainty to avoid affecting different businesses.

I can also find that Hungary has a score of 82 in Hofstede's research on this dimension. This suggests that Hungarian society prefers to avoid uncertainty, and change can be a

difficult one for society as a whole. It also shows that society has a strong set of beliefs and is more willing to live by those beliefs. Furthermore, Hungarian society values strong rules that reduce the likelihood of uncertainty and can be seen as guidance. This can be seen in the reluctance of the workplace and society to embrace new ideas. Csath (2008) examines the reasons for low workplace mobility in Hungary. In his research, interviewing foreign managers, avoiding uncertainty was one of the reasons for low liquidity.

For long-term orientation and short-term orientation, China is 118, highly pragmatic culture, Chinese believe that truth depends on different situations and different times. There is an old Chinese saying, "seek truth from facts". We have a great ability to adapt our traditions to new situations, and we are very passionate about saving, investing and frugality. We persevere to achieve success. Hungary scored 58 on this dimension, which means that society is oriented towards the long term rather than the short term. This score shows that Hungarian society is more flexible in terms of change than in maintaining tradition, and is able to respond to change with moderate ease. However, traditions are still important in society, and when it comes to change, traditions are adapted rather than discarded.

However, over the past few years, there seems to be an increase in traditional positioning. This can be seen in the growing popularity of nationalist parties and the huge success of Hungarian populist parties over the past decade. Tensions between liberals and nationalists in the country have risen in recent years, revealing strong divisions in society over adapting to new ideas and reassessing traditions and social norms. (Lukács, 2013)

For indulgence and restraint, there are only 24 in China, which shows the restraint of

Chinese culture. In ancient China, there was a saying of "restraining and emphasizing propriety", which means that Confucians restrain themselves and everything belongs to "property". Students say, "I ask myself three questions a day, do you want to be unfaithful? Don't you believe in making friends? Do you know how to get through?" This tells us to always restrain ourselves. Only self-discipline and continuous correction of bad habits can make continuous progress.

Hungary scored 31 in this dimension. Furthermore, individuals in these societies are bound by social norms and will not act. These societies focus on work and adaptation rather than play and leisure. In addition, the school system is built on strict rules, and parents prefer to raise their children by creating a set of rules, rather than allowing children to realize their potential. Children are encouraged to participate in extracurricular activities, usually sports, and are developed according to a strict schedule. (Ardo, 2001) Another everyday example of pessimism and restraint can be understood in Hungarian literature. Many prominent Hungarian writers depict the suffering of Hungarians throughout history, and their books, poets, and other literary works depict Hungary's dark future. (Lukács, 2013)

3. Hypotheses

Hypothesis 1 (H1): according to the different culture of the country (China / Hungary), the management modes are very different.

Hypothesis 2 (H2): long-term oriented companies tend to be willing to invest in cross-cultural management communication.

4. Data collection, Analytical Method and Demographic data

Data collection comes from Chinese and Hungarian employees in multinational

companies.

There are a total of 34 questions in the questionnaire. The eight questions are personal issues, including gender, marital status, educational background, etc. I think these personal factors may affect employees' differences in cross-cultural management. The remaining topics are from the perspectives of employee's satisfaction with the company's benefits and wages and the leadership's cultural training for employees. This article distributes the questionnaire to the employees of the Hungary companies and the Chinese companies through the online questionnaire platform. Then use SPSS to process and analyze the collected data. The data analysis methods used in this article include descriptive statistics, reliability and validity tests, regression analysis, and independent sample T test.

169 valid questionnaires were collected, of which 84 were collected by Chinese companies and 85 were collected by Hungarian companies.

In terms of gender, there were 117 male respondents and 52 female respondents, accounting for 69.2% and 30.8% respectively. Among them, 53 were Chinese men and 44 were Hungarian men.

In this way, it is mainly composed of employees, accounting for 83.4% of the sample, of which 76 were Chinese employees and 65 were Hungarian employees. 78 of the 169 respondents had only worked in one country, accounting for 46% of the total, and the vast majority of these respondents were from Chinese companies. 49% of respondents have worked

in 2-3 countries. As a multinational company, I think this ratio is relatively normal. Among them, 34 were from Chinese companies and 50 were from Hungarian companies. Hungary is located in Europe. Hungarians can easily go abroad without visas and find jobs. It is relatively difficult for China. Thirteen Chinese and 20 Hungarians have been in the company's company for less than one year. Therefore, the number of respondents who choose the most on the issue of working hours is 1-5 years, with 32 Chinese and 29 Hungarians. There is no significant difference in the working hours of the interviewees in 6-10 years, which are 23 and 24 people respectively.

The vast majority of interviewees have a bachelor's degree or below, accounting for 69%. The number of all Chinese with a master's degree is 22, and the number of Hungarians is 16. There is no significant difference. 24 of the 169 interviewees have a PhD degree. Most of them are managers of the company, and only a small number of 4 are employees in the company

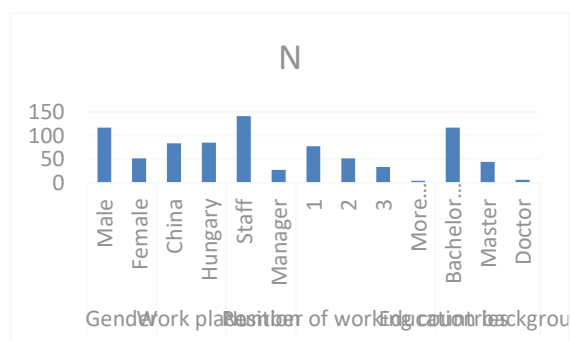


figure 1, Data description

5. Result

Hypothesis 1: according to the different culture of the country (China / Hungary),

the management modes are very different.
(Independent sample T test)

Table 5-1, Reliability test

Case Processing Summary			
		N	%
Cases	Valid	169	100.0
	Excluded ^a	0	.0
	Total	169	100.0
a. Listwise deletion based on all variables in the procedure.			

It can be seen from the above Table that there are 169 samples with no missing items. All the visitors answered these questions.

Table 5-2, Reliability test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.841	9

Through Table 5-3, I can see that all employees believe that the training provided by company has the highest average satisfaction score. The lowest satisfaction score of Chinese employees is that employees often reflect your opinions and suggestions to your leaders. The lowest employee in Hungary is Your leader often explain to you the reasons behind all kinds of decisions at work.

Table 5-3, Independent samples test, Group statistics

0					
	work place	N	Mean	Std. Deviation	Std. Error Mean
The cross-cultural communication between the company provides you with the opportunity to add new experience and grow up	China	84	3.69	1.439	.157
	Hungary	85	4.02	1.195	.130
The company has a high degree of work autonomy	China	84	2.68	1.121	.122
	Hungary	85	3.88	1.199	.130
You are very satisfied with the communication and cooperation between colleagues in your company	China	84	3.69	1.388	.151
	Hungary	85	3.87	1.132	.123
You are very satisfied with the training provided by your company	China	84	3.75	1.260	.137
	Hungary	85	4.04	1.190	.129
The training organized by	China	84	3.67	1.293	.141

your company matches your job responsibilities well	Hungary	85	3.86	1.114	.121
The training of your company is very helpful to improve your practical ability and performance)	China	84	3.71	1.411	.154
	Hungary	85	3.76	1.297	.141
You have a good understanding of the corporate culture of your company	China	84	2.90	1.209	.132
	Hungary	85	3.87	1.067	.116
You often reflect your opinions and suggestions to your superiors	China	84	2.44	.812	.089
	Hungary	85	3.19	1.129	.122
Your superiors often explain to you the reasons behind all kinds of decisions at work	China	84	2.60	.838	.091
	Hungary	85	2.95	1.388	.151

Through Table 5-4, I can find that the p-value of "The company has a high degree of work autonomy" is 0.00 less than 0.05, and the p-value of "You have a good understanding of the corporate culture of your company" is 0.00," You often reflect

The p-value of your opinions and suggestions to your superiors is 0.00, and the p-value of "Your superiors often explain to you the reasons behind all kinds of decisions at work" is 0.044. They are all less than 0.05, so there are significant differences in the above four variables.

Table 5-4, Independent Samples Test

Independent Samples Test							
		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
The cross-cultural communication between the company provides you with the opportunity to add new experience and grow up	Equal variances assumed	6.779	0.01	-1.637	167	0.103	-0.333
	Equal variances not assumed			-1.636	160.844	0.104	-0.333

The company has a high degree of work autonomy	Equal variances assumed	0.028	0.868	-6.739	167	0	-1.204
	Equal variances not assumed			-6.741	166.488	0	-1.204
You are very satisfied with the communication and cooperation between colleagues in your company	Equal variances assumed	6.706	0.01	-0.925	167	0.356	-0.18
	Equal variances not assumed			-0.924	159.74	0.357	-0.18
You are very satisfied with the training provided by your company	Equal variances assumed	0.929	0.337	-1.514	167	0.132	-0.285
	Equal variances not assumed			-1.513	166.205	0.132	-0.285
The training organized by your company matches your job responsibilities well	Equal variances assumed	4.429	0.037	-1.035	167	0.302	-0.192
	Equal variances not assumed			-1.035	162.879	0.302	-0.192
The training of your company is very helpful to improve your practical ability and performance)	Equal variances assumed	0.943	0.333	-0.242	167	0.809	-0.05
	Equal variances not assumed			-0.242	165.486	0.809	-0.05
You have a good understanding of the corporate culture of your company	Equal variances assumed	1.421	0.235	-5.51	167	0	-0.966
	Equal variances not assumed			-5.506	163.964	0	-0.966
You often reflect your opinions and	Equal variances assumed	5.964	0.016	-4.94	167	0	-0.748

suggestions to your superiors	Equal variances not assumed			-4.949	152.643	0	-0.748
Your superiors often explain to you the reasons behind all kinds of decisions at work	Equal variances assumed	24.312	0	-2.025	167	0.044	-0.358
	Equal variances not assumed			-2.031	138.317	0.044	-0.358

Hypothesis 2: long-term oriented companies tend to be willing to invest in cross-cultural management communication (Regression analysis)

Table 5-5, Reliability test

Case Processing Summary			
		N	%
Cases	Valid	169	100.0
	Excluded ^a	0	.0
	Total	169	100.0

a. Listwise deletion based on all variables in the procedure.

From the above Table, It can be seen from the above Table that there are 169 samples with no missing items. All the visitors answered these questions.

From Table 5-6, The overall Cronbach's Alpha coefficient reaches 0.902, which is usually considered to pass the reliability test if the coefficient is greater than 0.7. this shows that the data I have collected are reliable.

Table 5-6, Reliability test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items ^a	N of Items
.902	.901	4

Table 5-7, Validity test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.658
Bartlett's Test of Sphericity	Approx. Chi-Square	40.82
	df	4
	Sig.	.000

From the above Table, The significance of Bartlett's test is 0.00, less than 0.05, I can think that the questionnaire has good construct validity.

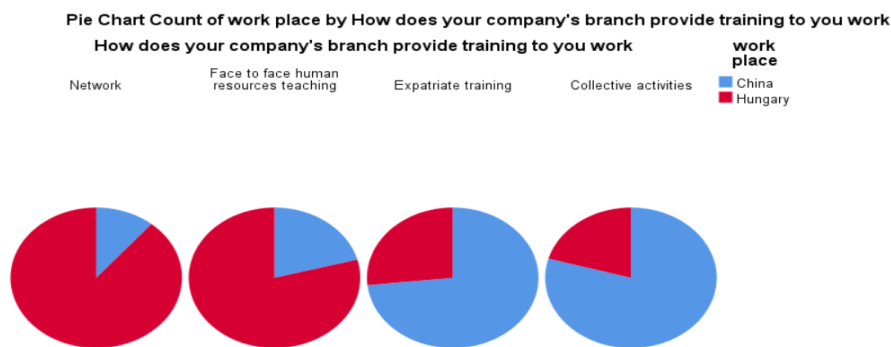


Figure 2

I can see from Figure 2, that Hungarian companies and Chinese companies have very different training methods. Hungarian companies are more willing to choose to use the Internet and face-to-face human resources teaching, and Chinese companies are more willing to conduct cross-cultural management training through overseas assignments and collective activities. From Table 5-8, It can be found that Chinese employees and Hungarian employees have significant influences on the role of training provided by the company on work, the

workplace and employees' sense of belonging to the company, the number of expatriates within the company, and employees' belief that cross-cultural training is helpful for work. Chinese employees are more satisfied with the training provided by the company, the company's sense of belonging and perceived cultural training than Hungarian employees. The relationship between the place of work and the number of expatriates in the company is $B=-0.175$, which means that the number of expatriates in Hungarian companies is higher than that in China.

Table 5-8, Regression analysis

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.154	.125		-1.227	.222
	How does your company's branch provide training to you work	.187	.028	.367	6.606	.000
	Your sense of identity and belonging to your branch	.106	.023	.253	4.539	.000

	Do you think there are many expatriates in the branch of your company	-.175	.028	-.345	-6.244	.000
	Do you think the cultural training provided by the country (China / Hungary) is helpful to your work	.074	.025	.163	2.990	.003

6. Conclusions and Suggestions

6.1 Conclusions

H1

Conclusion, according to the different workplaces, The company has a high degree of work autonomy, You have a good understanding of the corporate culture of your company, You often reflect your opinions and suggestions to your superiors, Your superiors often explain to you the reasons There are significant differences behind all kinds of decisions at work.

China is a country with a relatively large power distance. There is a strict hierarchical system in the company. In traditional thinking, the position of leadership is higher than that of employees. Employees are not allowed to question and comment on the leadership. This is considered an overstepping behavior. Employees usually only need to implement leadership decisions at work. Employees do not have the autonomy of work. Under normal circumstances, the work content of the employees is assigned by the leader, and the employees need to complete the work according to the steps and do not need to pay attention to other factors. Leaders also believe that employees only need to obey without knowing the reasons behind them. In

some companies, leaders organize meetings every day. During the meetings, employees need to summarize and report on yesterday's work, and the leaders will arrange the work content for the day. This can reflect that the leader has a strong control over the employees at work. Hungary is a country with a small power distance. In the company, employees and leaders are relatively equal. Hungarian employees have a certain degree of autonomy in their own work. Compared with Chinese employees, it is a normal behavior for employees to give opinions to leaders, and leaders are more willing to explain to employees about their work. The determinant of. Hungarian companies have a relatively relaxed office environment.

H2

Conclusion :

a. Hungarian companies are more willing to choose to use the Internet and face-to-face human resources teaching, and Chinese companies are more willing to conduct cross-cultural management training through expatriate training and collective activities.

b. Chinese employees have a higher sense of belonging to the company than Hungarian employees. Compared with

Hungarian employees, Chinese employees believe that cross-cultural training is more helpful to their work.

China is a collectivist country. In the 1980s, the philosophy of Chinese employees was that the company is the home, and everyone is a member of the family. Collective activities can enhance the cohesion of the team. It can enhance mutual understanding between employees, allow employees to tolerate and trust each other, and allow team members to respect each other, thereby shortening the relationship between employees and allowing individuals to form a closer whole. The team spirit allows the team members to recognize the individual differences and allows the team members to learn from each other's strengths and work hard to make progress in a better direction. When the team completes a task that an individual cannot complete, it will in turn inspire the team and enhance team cohesion. Through team building, the goals of the team can be clarified, and the team spirit and team awareness of employees can be improved.

China is a country that pays attention to modesty. There is no such culture in some Western countries. For example, the culture of the United States is more authentic. Everyone seems very confident. They are very opposed to modesty because they exchange information with high efficiency and low cost. The way is actually true. China is the birthplace of the culture of modesty. The Chinese believe that humility can help people avoid pride and learn more. Through the form of expatriation, employees can learn from other companies and learn from each

other. The Chinese often say that the authorities are fascinated, and they can have a more comprehensive understanding of their own strengths and weaknesses from other angles.

Hungary is an individualistic country and there is no concept of a collective. I prefer to be alone in my daily life and work. They separate work and life, and compared with China, there are clear working days and rest days. Hungary is a low-context cultural country. (Edward Twitchell Hall Jr. 1950s) People often express their meanings straightforwardly. People in low-context cultures value people's self-expression, personal opinions, and the ability to persuade others. This can explain that Hungarian employees prefer online and face-to-face direct teaching, so they can enter the topic more directly and achieve the training effect.

According to the previous analysis, China is a collectivist country, and the Chinese people's thinking is based on the collective, so the sense of belonging to the company should be stronger. Because the case of this article is a Chinese company, Hungary has a large number of expatriates. In order to manage the Hungarian company and open up the market, Chinese companies have not sent Chinese personnel to Hungary. Hungary is a completely different country from China, with some differences in management and daily operations. The expatriates can learn about the Hungarian culture through their usual life in Hungary, and adjust the company according to the local culture, which will help the company's development. Expatriates can also help

companies understand Hungarian companies and better manage Hungarian companies.

China is a long-term oriented country, and Chinese people are more willing to make long-term planning and investment. Cross-cultural training is a long-term efficiency and cannot immediately produce efficiency for the company, but in the long run, cross-cultural training can eliminate the company's local cultural problems. Local employees inevitably require companies to communicate and cooperate. Cross-cultural training can avoid problems and misunderstandings caused by different cultures, and it can also allow local employees to better understand the company's operating mode and personnel management. For enterprises, it is a long-term invisible investment.

6.2 Suggestions

Cultural integration strategy

There are many differences between Chinese culture and Hungarian culture, but it does not mean that they cannot get along with each other in a friendly manner. They must be integrated on the basis of mutual respect. My suggestion is that the leaders of the Hungarian company can combine a focused and rigorous work attitude with a cheerful local behavior to form a strong combination suitable for corporate groups and similar cultures. I think it is necessary for Chinese employees to also carry out cultural studies before being dispatched, which is conducive to their life and work after being dispatched. The leaders of the Hungarian branch need to increase their adaptability and flexibility, and

lead their employees to organize learning and understand each other's cultural characteristics according to the cultural environment and cultural requirements, and do their best to adapt to each other's cultural taboos. In terms of increasing flexibility, leaders need to change their attitudes and adjust communication strategies at any time. Sometimes this may be the case internally, but sometimes it may be external. Company leaders must be aware of the specific circumstances of the need to modify the communication methods, change their own methods or attitudes according to different situations, and best integrate into the local culture.

Cultural evasion strategies

Chinese companies planning to invest in Hungary should be aware of cultural differences. Intercultural awareness includes the knowledge of our own and others' cultural values, beliefs and worldviews. A person not only needs to be aware of his own values, beliefs, and social norms, but also how these factors affect his way of thinking and behavior, the ways in which people from other cultures may interact and the values they have. I suggest that the company organizes all personnel for cultural learning. After studying the culture of the two countries, including history, politics, economic environment, customs or taboos, I can be prepared. We know that there are certain taboos in the cultures of different countries and regions. These cultural taboos must be investigated before entering the local area to prevent unpleasant things from

happening and affecting the development of both parties. The knowledge of cultural differences will enable people to understand each other and have their own cultural preferences in this respect, and they should not be imposed on each other. In addition to learning about organizational culture, I think that in terms of management, leaders must have different management strategies for employees in different countries. Hungarian employees respect freedom and cannot impose orders in management. In their daily work, Chinese leaders should listen more to the opinions of employees. In the daily work assignment, the leader needs to consider the match between the work content and the employees, so that the employees can choose the work content they like.

Investors should not ignore or minimize cultural differences.

Many barriers to cross-cultural communication are due to ignorance of cultural differences rather than the rejection of these differences. Foreign colleagues are people with different background knowledge. They should not be hostile to foreign colleagues when getting along with the company. All employees should be friendly and tolerant. I suggest that in the process of investing and operating in Hungary, we should not accept the local culture ignorantly and ignore the local culture. Chinese employees should spread the Chinese culture in a gentle way, and gradually infiltrate the cultural value so that the locals can treat us. Culture produces identity. It is vital to respect the different values of other cultures in order

to be inclusive of all rivers. The differences should be truly respected and appreciated. In the company's daily work, employees not only understand the differences between employees, but also learn from them. There are advantages and disadvantages to every aspect of Chinese. Employees must learn to look at differences objectively and find a balance between differences. At the same time, a better way is to carry out cultural innovation. Many multinational companies have adopted this strategy, such as Hewlett-Packard. The cultural collision of the two countries has produced new cultural values that can be accepted by both sides.

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