

Intercultural Communication

- Comparing the Work Cultures of China and Hungary

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The basic culture of “East” and “West”

-the roles of social game

- Different minds but common problems:

The world is full of confrontations between people, groups, and nations who think, feel, and act differently. Coping with the threats of these problems, the cooperation of leaders from many countries. They in their turn need the support of broad groups of followers in order to implement the decisions taken.

Understanding the differences in the ways these leaders and their followers think, feel, and act is a condition for bringing about worldwide solutions that work. One of the reasons why so many solutions do not work or cannot be implemented is that differences in thinking among the partners have been ignored.

- Symbols, heroes, rituals and values
- Culture change: changing practices, stable values
- National culture differences
- National identities, values and institutions

Firstly: the values of “East” and “West”

What exactly is “*East*” and “*West*”?

Our definition:

- We will call China an Eastern culture,
- while Hungary represents European values

on a **geographical** and **cultural** basis (religion, wider cultural framework in the context of world politics and world history, etc.)



The values of “East” and “West” II.

-Symbols, heroes, rituals, and values

- Cultural differences manifest themselves in several ways.

FIGURE 1.2 The “Onion”: Manifestations of Culture at Different Levels of Depth

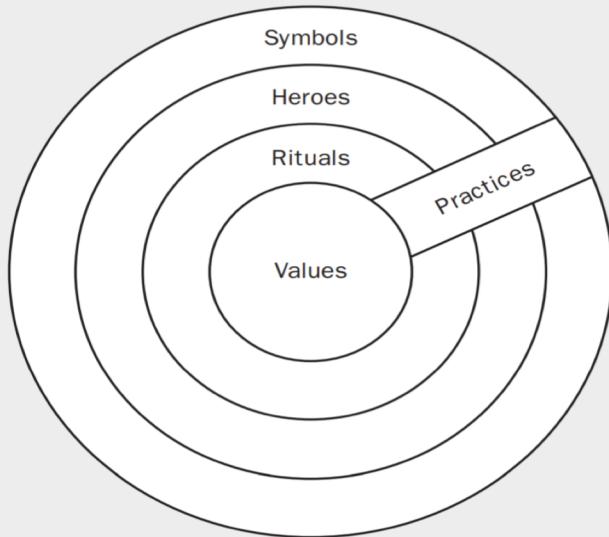
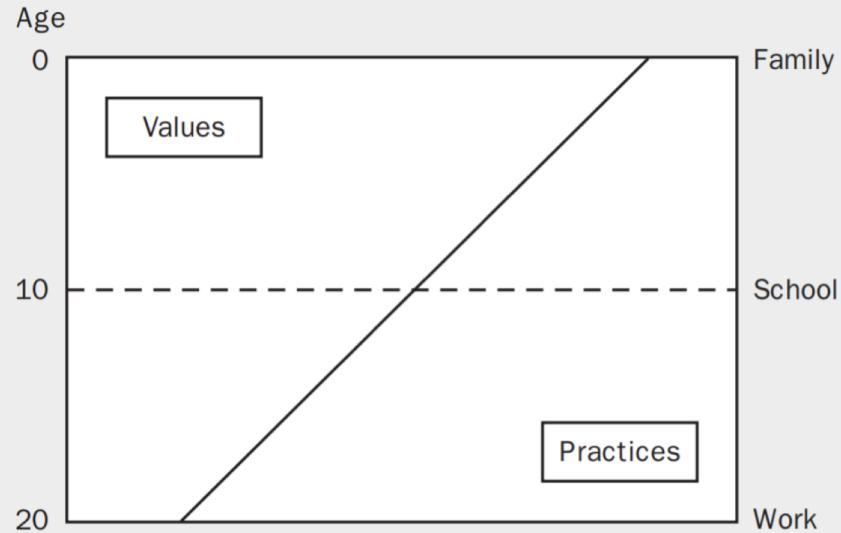


FIGURE 1.3 The Learning of Values and Practices



(Source: Hofstede, Minkov, 2010.)

The values of “East” and “West” III.

Hall: Low-Context Cultures (Europe) vs High-Context Cultures (China)

Low-context cultures:

- Information and rules are explicit
- They use linear logic
- They use a direct style of communication

High-context cultures:

- Information and rules are implicit
- They draw upon intuition
- They utilize an indirect style of communication

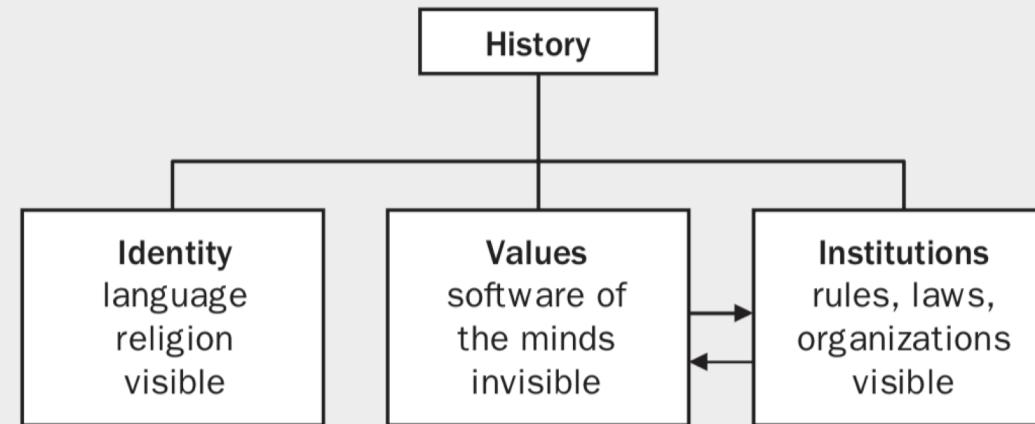


MASAMI TERAOKA. 31 Flavors Invading Japan/Tattooed Woman and Geisha III, 2018

The Values of “East” and “West” IV.

Historical constructs, context-dependent phenomena!

FIGURE 1.4 Sources of Differences Between Countries and Groups



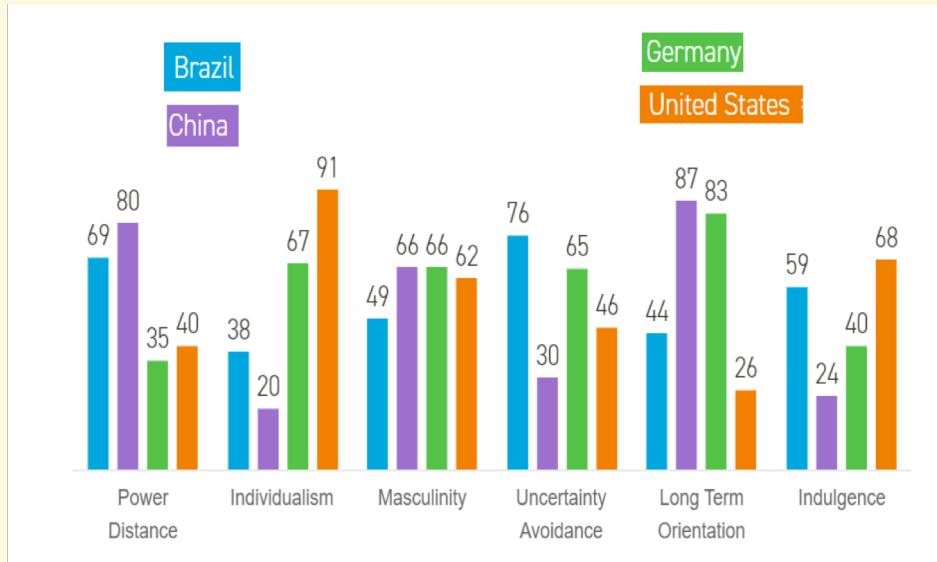
(source: Hofstede, Minkov, 2010.)

The Values of “East” and “West”

What is the difference?

Analysis based on Hofstede's cultural dimensions:

- Power distance index (PDI)
- Individualism vs. Collectivism (IDV)
- Uncertainty avoidance (UAI)
- Masculinity vs. Femininity (MAS)
- Long-term orientation
vs. Short-term orientation (LTO)
- Indulgence vs. Restraint (IND)



(Source:https://upload.wikimedia.org/wikipedia/commons/thumb/0/0e/Hofstede_4_countries_6_dimensions.png/330px-Hofstede_4_countries_6_dimensions.png)

The Values of “East” and “West”

	EASTERN CULTURES	WESTERN CULTURES
Power distance index	High and moderate	Moderate and low
Individualism vs Collectivism	Collectivism	Individualism
Uncertainty avoidance	High	High
Masculinity vs. Femininity	Masculinity	Mixed (Northern Europe tends to be more feminine)
Long-term orientation vs. Short-term orientation	Long-term orientation	Moderate
Indulgence vs. Restraint	Restraint	Indulgence (Exception: Eastern Europe)

Hofstede's cultural dimensions

- **Power distance index (PDI):** The power distance index is defined as "the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally".
- **Individualism vs. Collectivism (IDV):** This index explores the "degree to which people in a society are integrated into groups". Individualistic societies have loose ties that often only relate an individual to his/her immediate family. They emphasize the "I" versus the "we". Its counterpart, collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups.
- **Uncertainty avoidance (UAI):** The uncertainty avoidance index is defined as "a society's tolerance for ambiguity", in which people embrace or avert an event of something unexpected, unknown, or away from the status quo.
- **Masculinity vs. Femininity (MAS):** In this dimension, masculinity is defined as "a preference in society for achievement, heroism, assertiveness and material rewards for success".
- **Long-term orientation vs. Short-term orientation (LTO):** This dimension associates the connection of the past with the current and future actions/challenges.
- **Indulgence vs. Restraint (IND):** This dimension refers to the degree of freedom that societal norms give to citizens in fulfilling their human desires.

Politeness in China

Chinese ‘politeness’ has a long native ‘proto-scientific’ research history in comparison with many other languages.

Let us begin the exploration of Chinese polite behaviour by a historical overview of its concepts, norms and philosophies.

For example, some of the Confucian Classics such as the Book of Rites (Liji) and the Analects (Lunyu) include various passages that deal with proper communication norms.



Chinese politeness in theory: Key concepts, norms and philosophies

Politeness in China: From Confucius to Deng Xiaoping and after Historical times

- **Confucius:**

- As these works demonstrate, the most important component of linguistic politeness is that one has to denigrate oneself and elevate one's interlocutor.
- It should be noted, however, that elevation/denigration, the quintessence of li, did not only serve the expression of 'politeness' in a modern sense, nor was it a 'politically harmless' notion. Instead, it served the separation of the 'powerful' from the 'powerless', as we can see in this excerpt:

Confucius said: "If those who govern love li, the people will not dare to be irreverent."
(Analects XIII.4)

Chinese politeness in theory: Key concepts, norms and philosophies

The collapse of the historical system and the **Communist takeover**

- Historical Chinese politeness remained relatively intact from the time of the Han Dynasty (206 BC – AD 220) roughly to the final years of the Manchu Qing Dynasty (1644–1911) and the foundation of the Republic of China in 1912.
- Yet the decline of historical politeness norms and expressions became intensified in the Communist takeover in 1949, led by Mao Zedong.
- During the first period of early Communist rule (1949–69), the Chinese Communist Party launched a series of political campaigns and social purging to install the new ideology of ‘equality’, and the criticism of Confucianism. Thus mounting a direct challenge to traditional Confucian ideologies.
- Thus, many Chinese invented new alternative forms of address, such as **shifu ‘master worker’ (the class of workers was a highly respected one in Communist China)**, as a self-protective deferential expression.

Chinese politeness in theory: Key concepts, norms and philosophies

The rise of Deng Xiaoping and contemporary times

- Deng Xiaoping(1904–97) took power as the Paramount Leader of the People's Republic of China. Deng broke with Mao's extremist politics, and whilst holding power with an iron hand he proclaimed the policy of 'Open Doors', i.e. Communism remained the dominant ideology but the economy was Westernised.
- These changes also brought about a change in the central government's attitude towards 'politeness'. Several 'beautification campaigns' were launched in order to re-educate the masses, who were previously encouraged to be rude, to use some basic polite expressions such as 'qing'-please, 'xiexie'-thank you and 'duibuqi'-sorry.
- Perhaps more importantly, Confucianism was revived as a 'heritage' of the Chinese nation and many of the traditional ways of polite behaviour came to be practised again, a tendency which has lasted to this day.

Chinese politeness in theory: Key concepts, norms and philosophies

The norms of Chinese ‘polite’ behaviour: A complex ‘heritage’

- The ‘rules’ of traditional norms were **not defined** and many people could not use them ‘appropriately’.
- Some of **formal terms** (Xiaojie) of address are avoided, but in professional and/ or formal settings formal forms can be used, along with professional terms of address (Li laoshi).
- Demonstration of **emotive ‘warmth’** when politely interacting with others
- **Elevation and denigration** during communication, especially in compliments
- Give and save ‘**face**’! (self-appreciation, honour)
- When the **power difference** is obvious to both parties, ‘powerless’ party tends to use politeness markers

Ambiguities of contemporary Chinese im/politeness behaviour.

Politeness in Hungary

Cultural basis and context Hungary is embedded within:

Western, majorly (Catholic) Christian values and Roman Law

Just like in the case of China, a Communist takeover proved to be a heavy influence on the society's norms long-term, even after the Democratic turn

Studies show that **individualism, pessimism and materialism** characterise Hungarians

Typical **taboo subjects** (including workplaces) include: religion, politics, minorities and monetary status (such as income, rent, etc.)

These ideals and norms shape everyday life and workplaces!

Working in China vs Hungary -

Finding and Interviewing for a Job, Ideal Employees

	CHINA	HUNGARY
THE JOB INTERVIEW	Showing confidence and being humbleness are expected, less eye contact, show the interest to be an “in-group” member, more submissive body language	Confidence, direct eye contact, “boasting” is normal, but not to the extent as in the USA
THE IDEAL EMPLOYEE	Obedience is favored, but the culture has been changing because of western thoughts’ influence	“Creative solutions”, independence is regarded as a good trait in many workplaces
GENDER RELATIONS	Masculine, but women play a more and more important role, especially in developed cities	More masculine than Western Europe but still can be classified as Western in comparison with East Asia
WORKING HOURS	Even less flexible than in Hungary, culture of “overworking”	Less flexible than in the USA and Western Europe

China vs Hungary according to Hofstede's dimensions

	CHINA	HUNGARY
Power distance index	High	Moderate
Individualism vs Collectivism	Collectivism	Individualism
Uncertainty avoidance	Low	High
Masculinity vs. Femininity	Masculinity	Masculinity
Long-term orientation vs. Short-term orientation	Long-term orientation	Moderate
Indulgence vs. Restraint	Restraint	Restraint

**TABLE 3.1 Power Distance Index (PDI) Values for 76 Countries and Regions Based on
Three Items in the IBM Database Plus Extensions**

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1-2						Malaysia	104
1-2				Slovakia			104
3-4	Guatemala						95
3-4	Panama						95
5						Philippines	94
6				Russia			93
7				Romania			90
8				Serbia			86
9	Suriname						85
10-11	Mexico						81
10-11	Venezuela						81
12-14					Arab ctrs		80
12-14						Bangladesh	80
12-14						China	80
15-16	Ecuador						78
15-16						Indonesia	78
17-18						India	77
17-18					Africa W		77
19						Singapore	74
20			Croatia				73
21			Slovenia				71
22-25			Bulgaria				70
22-25					Morocco		70
22-25		Switzerland Fr					70
49-50						Japan	54
51		Italy					50
52-53	Argentina						49
52-53					S Africa (wte)		49
54	Trinidad						47
55			Hungary				46
56	Jamaica						45
57				Latvia			44
58				Lithuania			42
59-61				Estonia			40

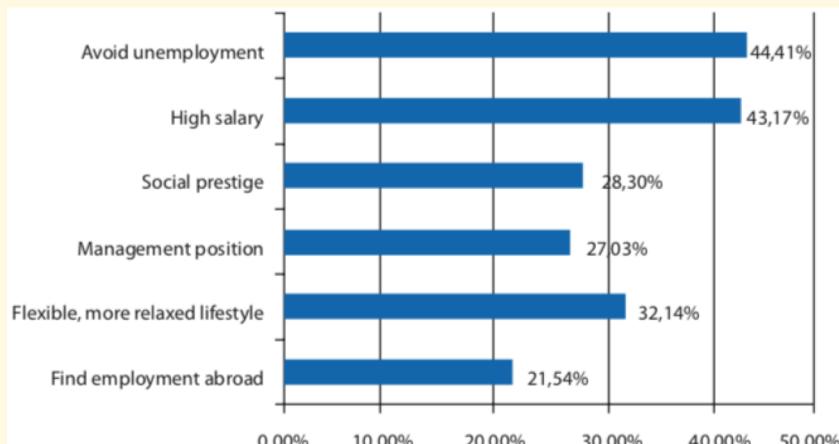
(Source: Hofstede, Minkov, 2010.)

- Individualism vs Collectivism

Collectivist society	Individualist society
<ol style="list-style-type: none">1. Occupational mobility is lower2. Employees are members of in-groups who will pursue the in-group's interest.3. Hiring and promotion decisions take employee's in-group into account.4. The employer-employee relationship is basically moral, like a family link.5. Management is management of groups.6. Direct appraisal of subordinates spoils harmony.	<ol style="list-style-type: none">1. Occupational mobility is lower2. Employees are “economic persons” who will pursue the employer's interest if it coincides with their self- interest.3. Hiring and promotion decisions are supposed to be based on skills and rules only.4. The employer-employee relationship is a contract between parties in a labor market.5. Management is management of individuals.6. Management training teaches the honest sharing of feelings.

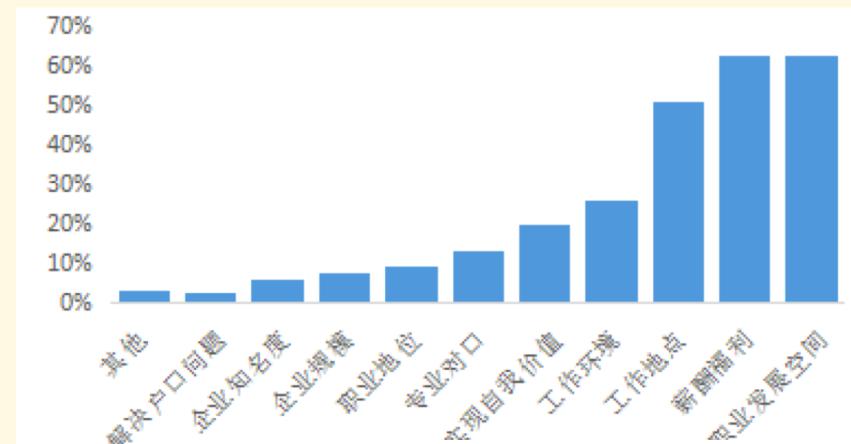
- Individualism vs Collectivism

Fresh graduates in Hungary



- 1 Avoid unemployment ·
- 2 high salary ·
- 3 flexible, more relaxed lifestyle ·
- 4 social prestige
- 5 management position
- 6 find employment abroad

Fresh graduates in Shanghai



report on the employment status of 2017 college graduates

- 1 Career development space ·
- 2 salary and welfare ·
- 3 work place ·
- 4 working conditions
- 5 self value realization
- 6 professional counterpart

- Individualism vs Collectivism

Work Goal Items

• For the individualist pole	• For the Communist pole
Personal time: have a job that leaves you sufficient time for your personal or family life ✓	Training: have training opportunities (to improve your skills or learn new skills) ✓
Freedom: have considerable freedom to adopt your own approach to the job ✓	Physical conditions: have good physical working conditions (good ventilation and lighting, adequate work space, etc.) ✓
Challenge: have challenging work to do—work from which you can get a personal sense of accomplishment	Use of skills: fully use your skills and abilities on the job ✓

- Strongly masculine society vs Weakly masculine society

- Work Goal Items For the masculine pole

1. Earnings: have an opportunity for high earnings (hc)
2. Recognition: get the recognition you deserve when you do a good job (hc)
3. Advancement: have an opportunity for advancement to higher-level jobs (hc)
4. Challenge: have challenging work to do—work from which you can get a personal sense of accomplishment (c)



- Is Hungary a strongly masculine society ?

- The masculine approach is preferred in Hungary, but not so strongly.
- Employees of smaller companies demonstrate higher levels of femininity
- Hungarian negotiators in the field of business, although being assertive, try to balance competition and cooperation during negotiations.
- People are more likely to employ integrative bargaining in order to have a win-win outcome than only distributive techniques.

no of employees	masculine	feminine	total
2-10	7	9	16
11-50	18	17	35
51-250	29	18	47
250+	78	51	129
total	132	95	227

- Is China a weakly masculine society ?

- Most of the scholars agree that masculinity is decreasing in China. Jie Yang (2002) claims that Chinese masculinity is in crisis since Mao's era. In China, 'modern' masculinity, which is understood as 'more expressive, egalitarian and peaceable', is challenging the 'traditional' masculinity that is regarded as patriarchal or violent.
- In contrast, Dongli Zhang (2014) said China's masculinity score used to be higher than that of the world average; and the current estimate even stretches the gap.
- LinkedIn Opportunity Index shows that "Lack of family support" is the biggest obstacle to gender equality which resulted from the double standards: men are subjects, women objects.



- Comparison of the gender gap report

Hungary

	rank	score
Economic participation and opportunity	68	0.680
Labour force participation	66	0.828
Wage equality for similar work (survey)	125	0.517
Estimated earned income (PPP, US\$)	74	0.621
Legislators, senior officials and managers	28	0.649
Professional and technical workers	1	1.000

China

	rank	score
Economic participation and opportunity	86	0.653
Labour force participation	64	0.831
Wage equality for similar work (survey)	74	0.643
Estimated earned income (PPP, US\$)	73	0.621
Legislators, senior officials and managers	122	0.201
Professional and technical workers	1	1.000

- a short-or long-term orientation society?

Short-Term Orientation	Long-Term Orientation
<ol style="list-style-type: none">1. Leisure time is important.2. Focus is on the “bottom line.”3. Importance of this year’s profits4. Managers and workers are psychologically in two camps.5. Personal loyalties vary with business needs.	<ol style="list-style-type: none">1. Leisure time is not important.2. Focus is on market position.3. Importance of profits ten years from now.4. Owner-managers and workers share the same aspirations.5. Investment in lifelong personal networks, guanxi

- a short-or long-term orientation society?

About Barion

Barion Payment Zrt. (established in 2015) holds an Electronic Money Issuer license and can serve customers across the EEA through its own payment network.

截至2018年底，公司服务的商户总数量约300万户，投放的POS机具数量超10万台/日，累计为过万名商户提供贷款总额约40亿元。通过不断的发展和积累，公司已形成完整的支付产业链条，主要客户群体覆盖了商场、超市、宾馆、餐饮、娱乐、加油站、

Comparison of “about us” of a Hungarian and Chinese online payment companies

Barion: Established in 2015, holds Electronic Money Issuer license...

Xiaoyu: until 2018, the customers are over 3000 thousand, the accumulated transaction is...



The average weekly working hours of employees in the enterprise

Hungary: 39.57

China: 46.5 hours

Attitude to overtime

Hungary: do not want to work for less money if have more free time in exchange

China: -Overtime to maintain normal living expenses

-I like work and I like myself work hard.

Trade union members and supporters protest against the government in Budapest, Hungary, December 8, 2018. REUTERS/Bernadett Szabo

Photo : Hungarian marched against ‘slave law’

- small-power-distance VS large-power-distance

small-power-distance country	large-power-distance country
<ol style="list-style-type: none">1. Hierarchy in organizations means an inequality of roles, established for convenience.2. There is a narrow salary range between the top and the bottom of the organization.3. Decentralization is popular.4. Managers rely on their own experience and on subordinates.5. Subordinates expect to be consulted.6. Subordinate-superior relations are pragmatic.7. Privileges and status symbols are frowned upon.8. Manual work has the same status as office work.	<ol style="list-style-type: none">1. Hierarchy in organizations reflects existential inequality between higher and lower levels.2. There is a wide salary range between the top and the bottom.3. There is a narrow salary range between the top and the bottom of the organization.4. Managers rely on superiors and on formal rules.5. Subordinates expect to be told what to do.6. Subordinate-superior relations are emotional.7. Privileges and status symbols are normal and popular.8. White-collar jobs are valued more than blue-collar jobs.

- small-power-distance VS large-power-distance

Hungary:

- culture in Hungary, emphasizes harmony, intellectual autonomy, and egalitarianism, and moderately emphasizes affective autonomy. The cultural emphasis on embeddedness is low, and very low with respect to mastery and hierarchy.
- Hierarchy plays no longer an important role at the workplace. At work, subordinates want to be heard and consulted, not only told what to do. Hungarians tend to maximize equality. If there is a hierarchy in an organization, it has been established only for convenience.

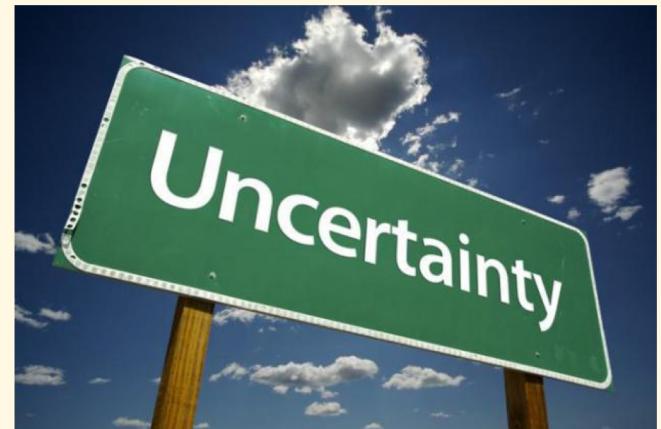
China:

- Current Chinese national culture has experienced dramatic changes, showing that power distance has been significantly reduced.
- Empowerment which is popular in West also positively leads to higher service willingness and this relationship is mediated by performance-based rewards, and organizational and supervisor support in China.

- A strong or weak uncertainty-avoidance society?

Strong uncertainty-avoidance culture	Weak uncertainty-avoidance culture
<ol style="list-style-type: none">1. The need for rules in a society is emotional.2. Worse at invention, better at implementation3. Top managers are concerned with daily operations.4. There are more self-employed people.5. There is an emotional need to be busy and an inner urge to work hard.	<ol style="list-style-type: none">1. People believe that many problems can be solved without formal rules.2. Better at invention, worse at implementation3. Top managers are concerned with strategy.4. There are fewer self-employed people.5. Work hard only when needed.

- a strong or weak uncertainty-avoidance society?
- The cross-national comparison shows that in China, production plans are used for operations scheduling more than anything else. The use of production plans is uniformly distributed among budgeting, subcontracting, manpower planning, operations scheduling, inventory control, and purchasing in Hungary.
- Moreover, computer use in forecasting in Hungary is higher than in China.
- We know that Hungarian companies' plans are more detailed and try forecasting.



- Are the two restraint societies the same?

Indulgence	Restraint
<ol style="list-style-type: none">1. Higher percentages of very happy people2. Less moral discipline3. Thrift is not very important.4. Freedom of speech is a primary concern.5. Maintaining order in the nation is not given a high priority.6. Loosely prescribed gender roles7. higher percentages of obese people	<ol style="list-style-type: none">1. Lower percentages of very happy people2. Moral discipline3. Thrift is important.4. Freedom of speech is not a primary concern.5. Maintaining order in the nation is given a high priority.6. Strictly prescribed gender roles7. lower percentages of obese people

Work Environment comparison China vs Hungary

Definition:

- Working environment is a broad term and means all your surroundings when working. Your physical working environment is
 - for example, your work tools as well as air, noise and light. But your working environment also includes the psychological aspects of how your work is organised and your wellbeing at work.
- A fundamental aspect of the workplace environment that contributes to such employee behaviour is the layout of office space.
- Conventional workplace designs tend to provide closed private offices for employees. In contrast, the more contemporary open-plan design is characterized by an absence of floor to ceiling walls and internal boundaries, as illustrated by cubicles or partitioned workspaces

Work Environment affect our psychological well-being

- Office employees spend a lot of their time inside a building, where the physical environments influence their well-being and directly influence their work performance and productivity. In the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to produce better work outcomes.
- Work environments appear to have both positive and negative impacts on the psychological well-being of workers.
 - Effect of indoor temperatures on performance
 - Influence of colour in office environment
 - Noise as a psychosocial stress
 - Influence of interior plants on employees

Work Environment affect our psychological well-being

- Effect of indoor temperatures on performance
 - Several studies conducted by Lorsch and Abdou (1994), "shows that when the air-conditioning system was introduced, employees feel that their work space becomes more comfortable and the productivity tends to increase by 5-15 percent because they can concentrate on their work"
- Influence of colour in office environment
 - Garris and Monroe (2005) state that colour influences not only mood but also wellness and productivity
- Noise as a psychosocial stress
 - Studies have shown that when sound is turned off, errors in work are reduced and productivity increases.
 - Sundstrom, Town, Rice, Osborn, and Brill (1994) identified noise as an ambient stressor relating to job satisfaction in the work environment
- Influence of interior plants on employees
 - Relf. D. (1990) reports that interaction with plants, both passive and active can change human attitudes, behaviors, and physiological responses. The stress-reducing benefits of passively viewing plants in natural settings are well documented

The standards of Good Work Environment

- According to Vischer & Jacqueline (1989), the good of physical office arrangement is important to:
 - Helps workers perform their tasks more quickly, easily and efficiently.
 - The planned layout also allows more space to maximum use and economy.
 - Supervision and monitoring of workers becomes easier.
 - Communication system becomes easier and faster.
 - It provides comfort as well affect the behavior and employees' works.
 - Work efficiency among officers and workers as well as conditioning of the work area workers who have the same characteristics must be considered.
 - Equipment and forms - should be placed and arranged systematically.
 - References files - must be made available easily.
 - Light like source of electricity, artificial light etc - must be sufficient.
 - Air circulation – has to be adequate

Work Environment in China old style



Advantages :

- It can meet the ideal office requirements of independent office and noiseless office environment, and it is relatively safe.
- It is easy for employees to concentrate, avoid external interference, strengthen internal communication in the office, and it is suitable for professional and meticulous work.
- Strong confidentiality

Work Environment in China



Disadvantages:

- High construction and energy costs.
- productivity not as high as open office
- Affect the benefits of management and operation.

Work Environment in Hungary



LAB5 Architects designed the offices for global project development and construction group, Skanska, located Budapest

Work Environment in Hungary



Advantages:

- Easy to communicate, easy to manage, easy to contact with each department, shorten the relationship between employees and superiors
- Open office environment can improve the permeability of our whole space, and make people feel spacious
- Open office can play a very good role in mutual supervision.
 - For example, it is not easy for the company to find out that closed office employees do other things during work, while open office can play a role in mutual supervision.

Work Environment in Hungary



- Easy to communicate, easy to manage, easy to contact with each department, shorten the relationship between employees and superiors

Disadvantages:

- Lack of privacy
- Too much noise will reduce the efficiency of employees or interfere with each other;

Work Environment changes in China



Conclusions

- **Nationality** defines organizational rationality
- **Historical factors** have an impact on work culture and communication, such as Communist period to Hungary and Confucianism to China.
- **Intercultural encounters** are more and more relevant
- Working cultures is shifting overtime
 - **Globalism** specifically is proving to be a huge force in bringing different cultures together, making them cooperate but also changing their own domestic relations in such a way that differences seem to be reduced over time.

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