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INTEGRATION OPPORTUNITIES OF MIGRANTS, WITH ESPECIAL REGARDS TO SENSITIZATION PROGRAMS

Review
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Abstract

As a result of the migration wave appearing in summer 2015, the issue of immigrant integration has more often become conspicuous. Although a significant decline has been recorded in the number of immigrants, social-economic-labor market integration is still a challenge for experts and a task to be resolved. In our opinion, the key to the success of migration strategies and integration-aimed programs depends on the attitude and awareness of society (public opinion) and – on the organizational level – the manager and future colleagues as well as on the organizational culture and the approach of a proper human resource expert. Besides adequate information, the recognition of international 'best practices' and the adaptation of operational diversity-management, one of the possible methods of facilitating integration is the utilization of sensitization trainings. The article introduces partial results of a questionnaire survey involving 220 employees with respect to attributes associated with migrants and emphasizing the peculiarity and significance of sensitization trainings.

MIGRANTS ON THE LABOUR MARKET

INTRODUCTION

At global level, hundreds of millions of people decide to leave voluntarily their mother country each year, in the hope they will be able to live in better living conditions or the hazards arising in their country (avoiding serious human rights violations, worrying about their lives and physical and mental integrity) prompt them to flee and search for a new home, that is to say, we can talk about voluntary and forced migration.

Migration is influenced by numerous coherent economic, political and social factors of the migrant's country of origin or target country. In certain cases, the target countries can utilize the migration for the remedy of labour market shortages. However, at the same time, the migration itself is almost certainly unable to reverse the current trend of the population ageing which can be experienced in many parts of the European Union (Eurostat, 2016). As a result of the migration wave appeared in the summer of 2015, the handling of situation of the immigrants, refugees and their integration into the society and labour market has been a challenging task since then; opinions are divided regarding the solution. Our treatise expounds the partial results of the research aiming at revealing the attitudes related to the migrants. During the examinations, we are seeking answers to the following questions: In the opinion of employees and university students as prospective career-starters, what factors do play role in the employment of migrants? Are they worried about their jobs? Would they work together with immigrants? In their opinion, what positive or negative impact of employing migrants could have on the economy and society? In addition to the primary research questions – taking into account the research results – our goal was to explore the peculiarities of the sensitizing programmes playing role in a successful integration of the migrants.

We deem important to mention that the Hungarian law does not know the expression 'migrant'; it can be fundamentally interpreted as a colloquial and social concept. The foreign-born population includes each person who has emigrated from his/her place of birth. The rules for obtaining the citizenship are differing by country. On these grounds, a distinction shall be made between foreign-born population and foreign population (OECD, 2017).

In our treatise, we reckon every refugee, asylum seeker, person with temporary protection status and immigrant as migrant i.e. we use the expression 'migrant' as an umbrella term.

The migration wave exceeded its peak value of 2007 in the years of 2014 and 2015 as well. Based on data of OECD, 4.8 million people immigrated into the OECD countries for settling purpose in 2015; this is 10% more than in the previous year and every third new immigrant arrived from other OECD countries (OECD, 2016).

At the end of 2016, the International Labour Organization (ILO) kept a record of 232 million migrants and 150 million of them were employees or guest workers. Most of them were male. Most of the migrant workers (half of all) are employed in the USA or Western Europe; almost one quarter of the economic migrants of the world in both regions separately (Dunai, 2017).

Almost 60% of the immigrants are employed in the OECD area and their unemployment rate is below 10% (OECD, 2016)

According to data of the Hungarian census and administrative records, the employment situation of the migrant population is better than of the Hungarians. In case of the migrant population, both the employment and activity rates show values higher than the average (Kovács, 2013). This may be due to the fact that a large part of the inflowing migrants is in working-age among whom there is a significant number of those ones who come for occupying jobs.

Based on Kincses (2015), the employment rate of those foreign citizens ranging in age between 25 and 64 years was 62.3% in 2001 and 71.4% in 2011 who were born in neighbouring countries and live in Hungary. In 2011, the similar data of the Hungarian resident population was 64.4% while of the total foreign citizens living in Hungary and ranging in age between 25 and 64 years was 70.2%. That is to say, the citizens of neighbouring countries work in greater proportion than the resident population or other foreign citizens in our country.

Job opportunities of most foreigners accessing to employment on the Hungarian labour market have become simpler after accession to the European Union, at the same time, access to employment for people coming from third countries has invariably remained subject to authorisation (Hárs, 2009). Based on the OECD International Migration document, in many cases, the immigrants are overqualified for the jobs they occupy. It may have numerous reasons. Such as: the lack of linguistic knowledge of the recipient country; the lack of relation network which leads to that the migrants do not have appropriate information about the job opportunities; discrimination; value estimation of the foreign certificates since the employers cannot in all cases judge whether these certificates are equivalent to the domestic ones (Keeley, 2009).

INTEGRATION CHALLENGES, HUNGARIAN RESEARCH RESULTS

Policy documents of the European Commission (2011) have worded the following areas as actions and development target: labour market, education, political-social activity, language skills, cultural autonomy, and intercultural relations. Based on the experiences in the territory of the EU, the document dealing with the European integration challenges emphasises the social and economic advantages emerging as an effect of the presence of migrants. For the successful integration of migrants coming from third countries, the following challenges are drawn up (COM, 2011):

- low employment of migrants (especially women);
- rising unemployment and high levels of over-qualification;
- increasing risks of social exclusion;
- differences between school achievements;
- concerns expressed by the public about the lack of integration of the immigrants.

Numerous factors can influence the social integration, namely, whether the immigrants adopt the language of recipient country and culture or they retain their ethnic differences. It depends on, *inter alia*, the societal prejudices, distance between cultures and the reception policy as well (Heckmann, 2001). According to the analysis on data of the European Social Survey (ESS) Immigration Module, a part of the fears associated with the immigration is of economic origin. Background of the negative attitude is that the domestic employees are worried about their job as well as the presence of migrants can cause a wage competition on the labour market (Card et al., 2005).

Based on the results expounded in the final study of the Southern Great Plains Region Social Research Association (2009), if the citizens of third countries obtain the required documents then they will have chances similar to the Hungarian citizens on the labour market. Moreover, if they are well-qualified multilingual workforce then they will often experience their foreign nationality as an advantage. According to the research results of Juhász et al. (2011), the foreign employees are more flexible and more mobile as well as they accept jobs cheaper. Based on Kincses (2015), in our country, those negative impacts are less appearing which can be generally experienced in the recipient countries during the global migration. In addition to the direct role of population replacement, migration has positive economic, social and demographic effects on our country since, compared to the resident population, the migrants have the features of higher educational level, younger age structure, less unemployed people and more employed persons.

According to Gyimóthy (2008), the cultural resources of those immigrant workers can enrich the profile of a company who are highly educated, want to learn and have previous professional experiences. Their knowledge of foreign languages can contribute to an enlargement of the organizational portfolio. The refugees esteem their hard-won jobs and they are often more persevering and more flexible at work.

Based on the empirical results of Bördös et al. (2015), the negative impact of immigration on the wage of the domestic employees or the decline in their employment can be demonstrated only in the short-term as well as in case of certain groups of the domestic employees. In our opinion, the immigration will be neutral or advantageous for the Hungarian employees in the medium term (after about 4-6 years) since it may positive effects on the average level of wages in the recipient country. According to the Authors, this is due to two processes. In one respect, the companies can dynamically adapt to the increasing labour supply emerging as a result of the immigration, thus they will switch to such technologies that utilize the unskilled workforce becoming cheaper to a larger extent. On the other hand, the relative values of complex/intellectual jobs being in complementary relation with the relatively simpler jobs performed by immigrants will increase and the domestic employees will flow into these better jobs i.e. they will go over to occupations with higher prestige and requiring more complicated competences thus their wages will increase.

The inclusive attitude is one basis of the successful integration into the labour market. At the same time, we must not forget that the discriminatory behaviour, prejudice and stereotypes are not congenital but we learn and attain these ones thorough socialization. It depends on the culture of a society how we behave i.e. against whom we have prejudices (Allport, 1997). *Inter alia*, this is why we deemed important to carry out a research about attitudes against the migrant among the employees and students before starting a career. We also deemed important to explore what thoughts, feelings and possible prejudices the persons questioned have in connection with the labour market integration of immigrants.

MATERIAL AND METHODS

Aim of the research programme title “Human resource management challenges for the reception and labour market integration of migrants” is to conduct a kind of migrant-concern examination, by means of which answers can be explored to the following questions: How do the employers, employees and to-be career starters deal with the phenomenon of migration as well as the migrants’

efforts to get work? What conception and attitude have emerged in them related to the phenomenon? Based on demographic data of the student questionnaire (n=460), it can be said that the representatives of womanhood dominate (64%) among the respondents to the questionnaire while the rate of males is 36%. Since the environment, the family and friends, has a great role in the maturation of values and attitude, we have also questioned in what lifecycle the respondent is currently. As expected, more than half of the respondents (62%) live in common household with their parents but, at the same time, 31% of persons in the sample have answered that they live in household independent of parents but they are not fully independent of the family home yet.

When collecting the employees' questionnaires, we have faced difficulties due to the low willingness to respond to the questions of the topic examined (n=220). As well, the data collection has been hindered by the fact that the national consultation concerning the given topic partly overlapped its period. Due to the nature of the topic examined, we deemed important to examine the ownership background of organizations as well. It can be stated that 81% of respondents work for Hungarian-owned companies, 14% of them for foreign-owned ones while only 5 persons have marked that he/she worked at mixed-owned organization. Most of the respondents (61 persons) work in the service-providing sector. Employees of the public sector constitute the second highest rate (41 persons) while the rates of respondents engaged in the industry (26 persons) and commerce (23 persons) are similar. Having regard to the distribution by gender, the females have a greater proportion (55%) in the sample. Top managers are present in 10% among the respondents, the rate of medium-level managers is 14% (25 persons) and the low-level leaders represent themselves in 12% (22 persons). Among the subordinates, the white collar workers have greater proportion in the sample (74 persons) while the manual workers constitute almost one quarter of the sample.

RESULTS AND DISCUSSION

During the examinations linked to the migrants' employment and access to employment, we wondered how the questioned persons dealt with the issues affecting the migrants' integration into the labour market i.e. whether they agree that the migrant persons should be involved in the world of work. Based on the results of researches carried out amongst employees, a negative attitude can be rather experienced; 61% of them reject the integration. 32% of respondents have responded positively to the question while only 8% were uncertain or have not answered at all. We have also

asked whether the respondent was worried about his/her job because of the migrants. 71% of the people questioned have declared that they were not afraid of that the migrants would take their jobs while 28% feared for that possibility. Examining the question based on educational level, the respondents with degree of maturity are most worried about their jobs; 40% of them have declared that a foreign employee was rivalry for them. 24% of the skilled workers while, among the people with higher education qualification, 22% of the ones with college degree and only 7% of the ones with 7% were worried about the employment of migrants. More than half of the respondents (52%) have uncertainly responded to the question "Would they work together with migrant persons?" i.e. they could not judge it. 35% of respondents unequivocally refuse the common work (more than half of them have responded to the previous question that they were worried about their jobs because of the migrants). Only 9% participants in the sample examined would work together with migrants with pleasure.

We have examined the factors playing role in the application of migrants. The respondents have assessed the statements between 1 and 6 based on how they agreed with them (1=totally disagrees, 6=totally agrees). According to results of the employees' questionnaires, there are deficiencies in case of the migrants' Hungarian language skills (4.51). This result underpins the facts outlined in the European Migration Strategy (2015), according to which priority should be given to the recognition of qualifications as well as the professional and language trainings i.e. the access to the labour market. The integration should be a two-way process in which the social partners, the local governments and the civil society have significant role. The second highest value (3.48) was given to the statement "the migrants are least fastidious about the working conditions" and this followed up by the statement "cheaper workforce". The respondents have less agreed that there was need for employing migrants due to the lack of the well-trained domestic workforce.

The university student respondents, similar to the employees, have most agreed that the migrants coming to our country have deficiencies in the knowledge of the Hungarian language which could hamper the possible access to employment. Even if the employers are open to the employment of workers, they cannot be employed because if the employers cannot explain the work processes then the employees will not be able to work usefully. There was also a consensus on the fact that the migrants work cheaper (average value: 3.96) and they have lower demands on working conditions. (3.76) can be experienced in case of the sample examined. According to the students, the migrants take such jobs that the domestic workers don't

ROLE OF THE SENSITIZING PROGRAMMES IN SUCCESSFUL INTEGRATION INTO THE LABOUR

(3.47), the inner workforce mobility of the domestic workers is lower (3.19) as well as the employment of migrants is hampered by the lack of relation network (3.04). The respondents have least agreed with the statement according to which the migrants could work properly and reliably (2.39).

We have also examined the positive and negative impacts of employing migrant employees. The evaluation of statements regarding the positive effects on the society is relatively homogenous in the employee sample. In case of each statement worded, 75-86% of respondents have given score 3 or lower on the scale from 1 to 6, that is to say, they think that the positive impacts are less decisive in case of the employment of migrants.

Examining the average values, the respondents have most agreed that the least attractive jobs can be occupied with the help of migrant employees but its average value is only 2.43. The results strengthen the negative labour market attitude against the employment of migrants since the persons questioned think that the positive effects of the integration are not grounded.

In case of the student sample, it can be stated that positive effects are least linked to the employment of migrants. Most of the agreeing qualifications were given to the occupation of less attractive jobs (42% of respondents gave scores between 4 and 6).

When evaluating the negative effects on the economy, the employees questioned see the biggest problem in the increase in crime and the strengthening of prejudices. 63% of respondents have given scores between 4 and 6 to the first statement while 59% of them to the second one. This can be related to the fact that – as a result of the politics, media and hearsay – the people think that the phenomenon of migration is a problem and source of risks (Pierog – Szabados, 2016), despite the fact that Hungary is not a primary destination country. As we mentioned before, although the respondents are not worried about their jobs because of the migrants, they think that the presence of migrants increases the unemployment of the domestic employees so, in this interpretation, the migrants yet take the jobs from the domestic employees; 54% of respondents have given scores between 4 and 6.

Based on results of the student questionnaires, negative impacts of the employment of migrants unequivocally dominate among the students. The biggest accordance was in case of the strengthening of prejudices; 69% of respondents have given scores between 4 and 6 to this question. Almost two-thirds of the respondents have agreed that the migrants could contribute to the increase in crime and enhance the discrimination on the labour market. On the occasion of the increase in the domestic unemployment, the answers were divided; 54% of students have given score 4 or higher.

Before facing the challenge of the integration of migrant employees in the labour market we have to clarify the opinion of the labour market actors regarding to migration. According to Okkerse (2008) we can state that an increasing number of the members of the European labour market feared the minorities threatening the social peace and welfare. About 50% of the European employees were afraid of losing their jobs due to members of any minority group. In this case we think we can include the migrants in the group of minorities. The aim of this part of our article is to demonstrate the importance of sensitization on labour market and to share some information about the differences between the integration and the inclusion of the migrants.

According to Åslund and Rooth (2007) the immigrant population of many countries in Western-Europe played a very small role on the labour market. They were less present and visible in the employment chain. We think one of the most important aim of the social support given to the migrants is to help them to successfully enter the labour market.

The main goal of integration is to integrate the new workers as fast as possible so that they can become useful members of an organization. This is advantageous for both the employee and employer. The interest of employer is that a new worker can find his/her place in an organization as soon as possible and can join in the process of production. Namely, only those workers can perform well who feel comfortable in the organization, find their own places and feel their usefulness. The rapid integration is also an interest of the employee because the sooner he/she can oversee the operational peculiarities of an organization, get to know the organizational culture and understand the related frameworks and expectation, the sooner he/will feel that he/she can work routinely. A successful integration can enhance the efficiency and stability of an organization, contribute to the balanced social relationships and the time spent on it will be refunded for the organization (Bácsné, 2010). Insofar as the integration process of a new employee is shorter then the optimal performance level will be reached sooner (Juhász – Vántus, 2007).

We have to define three different options when a community meets some people with different cultural background. The community (for example a community of an employer) can exclude the members of the other group – this is the worst option. On other hand they can integrate the new employees with different cultural background or – as a third option – they can decide to include these

employees. Our recommendation – based on the original idea published by the European Students' Union – is to encourage the employees not only to integrate the migrant employees but to include them in the community of the employer. This way the included people will be mixed with the other employed people which means they will become full members of the original group but they can save their original cultural background as well (in case of the integration they can also save their cultural heritage but they won't become fully integrated: they will become a special group in the community of employees) (European Students' Union, 2016).

Integration of new employees into an organization is the result of a conscious and purposeful process. Final goal of the sensitizing trainings is to elaborate and strengthen an accepting and inclusive attitude. The persons participating in the sensitizing trainings can attain a helping attitude and learn how to recognize their own limits and borders, the mode of tactful but unequivocal communication, how to sense their roles punctually, how to handle the games formed and how to improve their conflict resolution skills. They can become capable of cooperating more effectively, reducing the antipathies against diversity and understanding that the problems are challenges at the same time, from which they can learn (Dajnoki, 2014).

But before the society tries to integrate or to include the migrants to the labour market the barriers has to be cancelled. The OECD recommends the states to help the migrants to enter labour market as soon after their arrival to the destination country as it's possible. Some countries are using labour market tests and waiting periods to protect the domestic employees from the migrant employees. In these cases the migrant employees also can have full access to the labour market but only after a special period spent in the destination countries. As the experiences marked the knowledge of the destination countries language is a very important criteria to enter the labour market (OECD, 2016).

Philips et al. (1984) reports that Spanish volunteer students and supervisors have taken part in a sensitizing programme which was aimed at getting to know the culture of migrants.

A publication by the Public Policy and Management Institute (2017) also reports that it is worth preparing the teachers for the challenges and possibilities of the European diversity.

Organizations have been founded aiming at the sensitizing and these ones have established service programmes and centres. Among the programmes, application of the information strategies is a preferred and popular opportunity.

Information strategies related to mixed movements can target two goals: to help to prevent irregular movements by ensuring that people are sufficiently

informed about the potential risks; and to sensitize host communities to mixed movements, and aim to reduce xenophobia, promote tolerance and raise awareness about the protection needs of some of the people involved (UNCHR:2010). Another good example for the founded organizations is the Center for Migration and Refugee Studies (CMRS) aims at furthering scientific knowledge of the large, longstanding, and more recent, refugee and migration movements in region of Middle East and North Africa. CMRS outreach involves working within its environment, disseminating knowledge and sensitization to refugee and migration issues. It also provides services to the refugee community in Cairo and transfers its expertise in this respect to other international institutions, which underpins how the good examples can be utilized in single places and applied in other areas, therefore it is very important to ensure such a platform which enables to share these good practices (The American University in Cairo, 2017). There is a special emphasis on introducing the sensitizing programmes to the trainings of the immigration and legal officers as well because it has a big role in solving the single cases. Thus, it is expressly worth placing emphasis on the conscious elaboration of this programme at an employee level (Freilich – Guerette, 2016). In Germany, a special attention is paid to making the migrants themselves sensitive to the local laws, given that one of the principle conditions of the integration is to accept the values of the recipient place, in particular in view of the labour market (Hübschmann, 2015).

By means of the programmes applied in order to advance the inclusive approach, the prejudiced behaviour can be mitigated, the lack of information can be reduced as well as "good practices" applied at international companies can be known.

CONCLUSIONS

In addition to the migration policy and other external actions, the perspective of society also significantly determines the immigrants' successful integration into the labour market. Based on statistical data, the number of migrants is only a few per cent in Hungary but their employment rate is higher than the domestic employees. In spite of the prejudices, there is a positive picture of their work ethic because proportionally more persons of the inactive migrants would like to occupy jobs than the domestic. Based on the specialized literature, in addition to the negative aspects, the migrants' integration into the labour market can be accompanied by numerous positive effects but the realization largely depends on the recipient countries' culture, equal opportunities approach, information and attitude. It is hard to change the prejudiced behaviour.

According to the examination results, half of the employees questioned do not agree with the migrants' integration into the labour market, despite the fact that they do not think that the employees from abroad are rivalry. In spite of the unequivocal refusal, an uncertainty can be observed among the respondents in case of the common work since half of the persons questioned could not decide it unequivocally. This may be due to the lack of information and experience.

They think that the main reason of employing the migrants is the lower wages and they attach it to the lower expectations on the working conditions. According to the research results, the respondents think that the employment of migrants has a negative effect on the society and economy. In their opinion, the prejudices will strengthen and the employment of migrants can cause increase in crime and the domestic unemployment.

According to the university students questioned, the immigrants do not know the Hungarian language. They think that the main reasons of employing the migrants are the lower wages and the lower expectations on the working conditions. In case of social-economic effects, the respondents have less agreed with the statements listed, namely, they do not think that the migrants' presence on the labour market is advantageous. In contrast, the negative effects were given more powerful valuation according to which strengthening of prejudices, discrimination and crime can be observed as a result of the migrants' presence.

In light of the results, the forming of an inclusive workplace approach can be the basis of the labour market integration from the point of view of human resource management. One of its steps could be the adaptation of sensitizing trainings which proved successful in case of other groups being vulnerable from other labour market aspects. In addition to this, information provided by the media and communications unequivocally has a decisive role in forming the society's perspective and shaping the prejudices and stereotypes.

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