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ORGANIZATIONAL DEVELOPMENT STUDIES IN THE HUNGARIAN HOTEL SECTOR

Theses of the Dissertation

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1. RESEARCH OBJECTIVES AND HYPOTHESES

"Find simplicity in the mess, harmony in the noise. Among the difficulties, there is always the opportunity" /Albert Einstein/

The dissertation was written by the author entitled "Organizational development studies in the Hungarian hotel sector". Nowadays, a lot of research proves that **employees and intellectual capital gives the company value, stability and competitive advantage.** This is especially true for the hotel industry, where the quality and success of hotel service is highly dependent on the quality of human resources. **The research was carried out** by the author among the Hungarian hotels of an international hotel company, **Danubius Hotels Zrt.**, Which has a long history.

Organizational development is an increasingly common topic in the life of companies, but there are a number of mistakes in the implementation itself. One of the biggest omissions is that they do not pay enough attention to the employees and their needs. In the organization, the quality of human relationships, knowledge, skills, motivation, communication are among the most important success factors. Through a people-centered industry, the hotel industry, the author wants to shed light on human value and the potential inherent in a person that ensures long-term corporate success. As the quality and success of hotel service is highly dependent on the quality of human resources, it has been a major challenge to find a solution. Hotels and hotel chains are not in an easy position to compete in an increasingly favorable, constantly innovating environment, they need to find a way to operate successfully. However, this is not easy in the current labor market situation.

The importance of the economic role of the hospitality and hotel sector is shown by the government's efforts to support tourism. It is an extremely large and profitable industry, it involves serious employment, which can greatly contribute to increasing the country's economic income and prestige and improving its image. These justify **the economic and organizational significance** of the research topic.

The author sees significant potential in organizational development, which has a positive impact on both the long-term success of the hotel chain and the retention of employees.

1.1. The main objectives of the doctoral dissertation

With his research, the author would like to point out the importance of organizational development in the life and successful operation of the hotel industry. **Its aim is to explore and quantify the circumstances that currently characterize the hotel chain, pointing out the mistakes, shortcomings, difficulties/problems of the sector**. The author **assesses the current state of organizational development,** possible errors, problems, **factors that hinder the integration of the new strategy**. The role of the employees, managerial attitudes and managerial value carriers will be discussed in the questionnaires along with the demonstration of their appearance in practice. Corporate awareness, remuneration, feelings of satisfaction and appreciation, the relationship between departments and organizational culture will be also examined by the author. Through in-depth interviews, the research provides additional information that can be used to summarize the results, outline problems, and make suggestions for organizational development by developing a model that meets the needs of the industry. The author has also created a model that, taking into account the unique conditions and meeting the challenges of the hotel industry, helps to create an optimal organizational culture, and can be directly applied to any other hotel industry companies.

The author emphasizes that **the success of a company in terms of financing and the quality of human resources are deeply linked.**

The author tried to present the topic from several sides, using her own professional experience, with a scientific rigor, to aim for a new direction, in which the sector is worth moving.

Based on the processing of the literature the **following hypotheses** were set up in the fifth chapter, which were confirmed or rejected on the basis of the results of the primary research - questionnaires and in-depth interviews.

H1 A)
The level of organizational culture elements required by subordinate employees of the hotel chain is higher in terms of group goals and teamwork than currently experienced.

H1 B) The subordinate employees of the hotel chain consider it more important to take into account the impact of the work on the employees and the need for the management communication and managerial support compared to the level currently experienced.

H1 C)

Employees of the hotel chain consider the regulation of work, the control of the employees and the possibility of brainstorming to be less important compared to the currently experienced level.

H1 D)

Employees in the hotel chain consider employee performance orientation and reward criteria to be more important than the current level.

H1 E)

The need for conflict management at the desired level is considered more important by subordinates employees of the hotel chain compared to the level currently experienced in the organization.

H2

The hotel chain's frontoffice employees are more willing to change their job in the future compared to backoffice workers.

H3A)

The Z-generation subordinates of the hotel chain are less good at being a team player compared to the older age groups.

H3 B)

The willingness of Z-generation subordinates of the hotel chain to change jobs is higher than that one of the older age group.

H3 C)

The hotel chain's Z-generation subordinates place more emphasis on flexible organizational culture and two-way communication than other age groups.

H4

In the case of the subordinate employees of the examined hotel chain, employees who largely identify with corporate values are less willing to change jobs than those who are less identified.

H5 A)

In the case of the employees of the examined hotel chain, the younger a manager is, the more important emotionally intelligent leadership is for him compared to the older age group.

H5 B) In the case of the employees of the examined hotel chain, the younger a manager is, the less important she considers criticism compared to the older age group.

2. RESEARCH CONTENT, METHODOLOGY AND STRUCTURE

2.1. Sample of research

The research was carried out by the author in 20 Hungarian hotels belonging to Danubius Hotels Zrt. The research was conducted among employees and managers. T using a surveys questionnaire. The research took between the 1th of January and the 15th of April 2019. The questionnaire was completed by 89 out of 700 front and backoffice employees, who had email addresses, representing a completion rate of 12.7%. Respondents work in the areas of restaurant, reception, booking and sales, housekeeping, billing, sourcing and marketing. 36.8% of the respondents were employees and 63.2% managers. Therefore, the **author narrowed the research to the examination of this workforce of Danubius Hotels Zr**t. However, we can talk about a fill rate of 10%, the sample size is sufficient to draw real generalizations and conclusions. In the opinion of the author, the results of the research show **a realistic picture of the current situation of the examined organization, despite the sample size.**

The purpose of the questionnaire and in-depth interviews was to interview the employees and managers to **get a realistic picture of the employees and organizational culture of the hotel chain from several aspects in order to get to know the organization from the inside.** The higher number of respondents were managers from which the author concludes that they integrated the brand values more successfully and their level of interest in and commitment to the company is higher.

The opinions of middle managers during the in-depth interviews are reflected in the opinions of nine hotel directors. With other data, the author 's work was assisted by Zsolt Temesvári, Director of Training and Organizational Development. The in-depth interview with him summarizes the opinion of the top management. This in-depth interviews played a very important role in the research process, as it also presented the views, attitudes, thinking and commitment of middle managers. In addition, important barriers to the incorporation of new organizational values emerged from the discussions, which were not included in the results of the questionnaire.

The aim of the research was for the author to identify the weak points and areas for improvement in the organizational culture based on the received internal information, and then to make development proposals based on them.

2.2. Research methodology

The research is based on an **empirical survey,** the author used the questionnaire as a quantitative method and the in-depth interview as a qualitative method. The author examined Robbinsi's (1993) value dimensions specifically adjusted to the hotel industry.

The areas of the Robbins value dimensions were:

1. Identification with a job

2. Identification with the organization

3. Individual or group orientation

4. Human orientation (leadership empathy, supportive role)

5. Internal dependence - independence (mainly examination of independence from the Center)

6. Level of control and of regulation (hotel standards)

7. Risk-taking (degree of willingness to innovate)

8. Performance orientation (competition within the organization, rewards)

9. Conflict tolerance (conflict assessment, management)

10. Target device orientation

11. Open-closed system

12. Time orientation (long-short-term plans)

The role of managerial attitudes and managerial values was particularly important in the study. On the one hand the author examined their impact on the workplace climate and on the other hand the efficient operation of employees. The twelve value dimensions are the result of separating job identification and organizational identification. The aim was to examine these two factors more accurately and to determine whether they are equally important in the current culture.

The **subordinate questionnaire** consisted of 17 closed questions containing parts A) and B). Questions A) assessed the current situation and B) the expected organizational vision. Among the subordinates, the questionnaire was filled out by 11 men, 21 women, 9 working in the front and 22 working in the background, the completion of 1 person cannot be evaluated. They range in age from 23 to 57, with an average of 35,72 years. They have worked for the company for an average of 7,72 years.

The **management questionnaire** consisted of 25 closed and 7 open-ended questions. The leadership questionnaire addresses both closed and open-ended questions about leadership techniques, communication, appreciation and reward. Among the leaders

there were 30 male and 24 female respondents, 34 middle executives and 20 senior executives who helped to completed this research. Managers range in age from 26 to 64, with an average age of 43,87. The subordinates have been working for the company for an average of 14,9 years.

In some of the questions, it was possible to mark on the five - point Likert scale which of the given statement was important and to what extent. For the other part, there were five closed response options. At the end of the leadership questionnaire, there were additional open-ended questions that gave managers the opportunity to present their individual tools they use to deal with a variety of everyday challenges.

The leadership questionnaire assessed leadership techniques, communication, appreciation and reward via closed and open-ended questions. During the in-depth interviews, the author tried to gathered more information about the factors that hinder organizational development.

2.3. Statistical methods

Questionnaires were created by the author using Google Forms and respondents completed them using the same tool. The data was organized into a database in the Microsoft Excel spreadsheet program and then the statistical software package SPSS Statistics 24.0 was used to run the statistical tests. For data analysis the author applied the examination of frequency distributions the **5-point Likert scale** from the tools of descriptive statistics**.** Given that the statistical methods used for the normal distribution cannot be used for the answers measured on the Likert scale, they are always measurement variables of ordinal scale, the author used non-parametric procedures (Németh 2018; Zerényi 2006).

From the non-parametric methods were used **the Wilcoxon and the Sign test** were used to compare actual and perceived elements of organizational culture. For comparing managers and subordinates with each other, **Mann-Whitney U test** were used to compare the distributions of different aspects but two subsamples. The **Kruskal-Wallis test** was used to compare at least 3 groups that examined the distribution of several subsamples. If the Kruskal-Wallis test was found to be significant below the 5% level, a **Dunn pairwise comparison (with Bonferroni correction**) was performed to determine which groups could actually be evaluated for the difference. For a deeper interpretation of the data, he used the meanrank values of each group from the test (Ács 2015). For each test, the author selected a **significance level of 5% f**or the analysis.

3. THE NEW RESULTS OF THE DISSERTATION

We live in an age of change where everything has accelerated, become more comfortable and is taken for granted. It is not easy for the hotel industry because as a service industry it must meet the needs of their guests and must face the increasing competition and expanding digitalisation. Fast and flexible response, innovation is a fundamental expectation in management, but organizations need to be able to adapt to these turbulent expectations. Because the hotel industry is made up of services and the quality of services depends on the quality of human resources, organizational development plays a major role in the long-term success of a company.

The author summarizes the results of the research in the following theses.

T1 There are several differences between the characteristics of the organizational culture experienced and desired by the front and backoffice employees of the hotel chain in several respects, for which organizational development is inevitable.

According to the resolution of the management literature, people working in different fields of work have different perceptions of organizational culture and the process of cultural change. Studies have shown that there are a number of differences between the characteristics of the organizational culture experienced and desired by front and backoffice employees in a number of respects. Differences can be caused by a number of factors, one of which is the habits and attachments of the old culture under development as opposed to the new approach, which has not yet been sufficiently integrated into the organization.

Evaluating the opinion of the subordinate employees of the examined hotel chain, it can be stated that organizational development is essential in the case of several organizational culture factors. It can be stated that judging the issue not only as an external observer, but also from the perspective of those working there, participation in teamwork and increasing its effectiveness is essential in the life of the organization, even if subordinates are satisfied with individual and group goals within the organization.

Similarly, it needs to be improved from the perspective of subordinates to take into account the impact of management activities on jobs and tasks, as well as the continuity of management communication and its supportive, feedback function. Closely related to this is the fact that conflicts in the organization are not handled properly - if they are handled at all. It would be imperative for managerial mentoring to resolve these and create a pleasant corporate culture.

Another shortcoming of the current organizational culture is that employees do not fully feel that performance would be the decisive factor in rewards and promotions. This is because they perceive that other factors, independent of performance, also play a role in these, which they do not consider desirable. An annual, objective performance appraisal system could help in the future.

From the results of the research, the author concluded that despite the positive brand value program of Danubius Hotels Zrt.the deepening of values is not adequate and there is still a lot to do in this area.

T2 Backoffice workers plan to change jobs in the future at a much higher rate than frontoffice workers, in which case the threat of fluctuation is greater for the hotel chain.

The jobs performed in the front and backoffice include fundamentally different tasks, work processes and environmental impacts. As a result, the satisfaction of subordinates working in these jobs with their own work and jobs may differ, which may also affect their future plans. This is also confirmed by the present research, according to which the author can state that a much higher proportion of backoffice workers plan to change jobs in the future than frontoffice workers, although presumably the work of the latter is much more stressful, in fact they are the ones working in shift. The motivations behind the results require further investigation.

T3 Based on the present research, the members of the Z-generation do not differ from the employees of the other generations working in the hotel chain in terms of teamwork, willingness to change jobs or flexible working.

The current literature on leadership science and management also points out that recently successful leadership theories simply do not work in the current younger generations (Generation Z). For today's leaders this is a big test as in addition to experience and knowledge, the role of emotional intelligence is becoming more and more important, the classic leadership roles are expanding and the "softs" are becoming more and more emphasized.

However, based on the questionnaire research, it cannot be stated that the members of the Z-generation are less good at being team players in the examined organization than the older subordinates. The results did not show that the young age group was more willing to change jobs, nor did they have different attitudes towards flexible working than other age groups.

Thus, based on the present research, the author found no agreement with the findings in the literature, and thus with the statement in the literature that "young people" need experience and are more likely to leave a given organization. However, based on in-depth interviews with managers, it can be said that there is a basis for fear of fluctuation and attention should be paid to the needs of subordinates.

T4 It can be tended to be found that employees who identify themselves more with organizational values, have a lower willingness to change their jobs compared to those employees who identify themselves less with the organization.

A lot of studies have already shown that employees who identify themselves more with corporate values perform much better and actively contribute to corporate success. That is why the author examined this statement in relation to the fluctuation propensity of a hotel chain struggling with high labor shortages. Although the results did not statistically prove that those who are fully identified with the organization are less willing to change jobs than those who are fully identified with the organization. This statement can still be formulated as a tendency finding.

The author would like to point out in particular the importance of identifying with a job. Especially because of the new, different needs of the young age group everything must be done to acquire corporate values, resp. develop a commitment to the organization. The result proves that it is worth "working" on the organization.

In connection with the identification with the organization, it would be worthwhile to explore in the hotel chain how any management errors or deficiencies affect the level of identification.

T5 Leaders in the young age group (30 years or under) place more emphasis on a compassionate leadership style, while the oldest leadership age group (41 years and older) predominantly uses the method of critique supplemented by leadership mentoring.

The author's research findings on the hotel show differences in the opinions and leadership tools of executives of different ages. It can be identified as a generational difference in the case of leadership attitudes that compassion is more present in the ideal leadership image of young leaders than in the case of older ones. This is probably an age-related need that is "used" as a leadership method. The higher the need for empathy in employees, the more managers need to have this "ability". This should also be taken into account by company owners and senior executives when selecting executives.

A similar generation difference is the attitude towards the use of criticism as a leadership tool, but here it is the older generation that not simply considers its recurring use in everyday life more important, but also considers it necessary to apply it with leadership mentoring. This age-specific feature may result from the greater managerial experience of older managers, resp. from the availability of resolution exercises gained during conflict situations.

In accordance with the results of this research, the author has developed the **application of the Gallup Institute's model of behavior to the hotel industry**, which **allows for the development of a transparent system that allows rapid and flexible response to processes and creating an optimal organizational culture**. In today's job market situation, the fight for workers requires an easy-to-understand model that simply summarizes the essence of an optimal, well-functioning organizational culture and covers all areas, as well as includes "hard" and "soft" competencies. T**he author believes that the current model she has developed for Danubius Hotels Zrt will make their current workers, whom are already satisfied and motivated as we can see it on social media, even more willing and motivated to work here doing higher quality work in the future.**

In the following, as **the main new scientific result**, the author presents this Gallup Institute's model of behavior, the "Gallup Path," which has been reworked into hotel processes.

The Gallup human-oriented path interpreted for the hotel industry

Bilateral Communication / Managerial Feedback

Bilateral Communication / Managerial Feedback

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Bilateral Communication / Managerial Feedback

8. Employee as value

Hotel corporate value = common value

Reliability
Esteem
Expertise

7. Optimal corporate culture

8. Stock increase

6. Frequenter

Profit growth, basis of a long success

4. Develope appropriate teams

5. Positive corporate image

3. Delegation of tasks, control, motivation, support, development, information

Systems

7. Real profit increase

4. Engaged employees

3. Great managers

Emotional intelligence

Strategy: „You can count on us, we can count on you"

5. Engaged guest

Human sigma

Leadership style EQ

2. Right fit

2. Well-defined jobs and aims

Structure

6. Sustainable growth

1. Idenfy strength

1. Ability + knowledge + professional experience

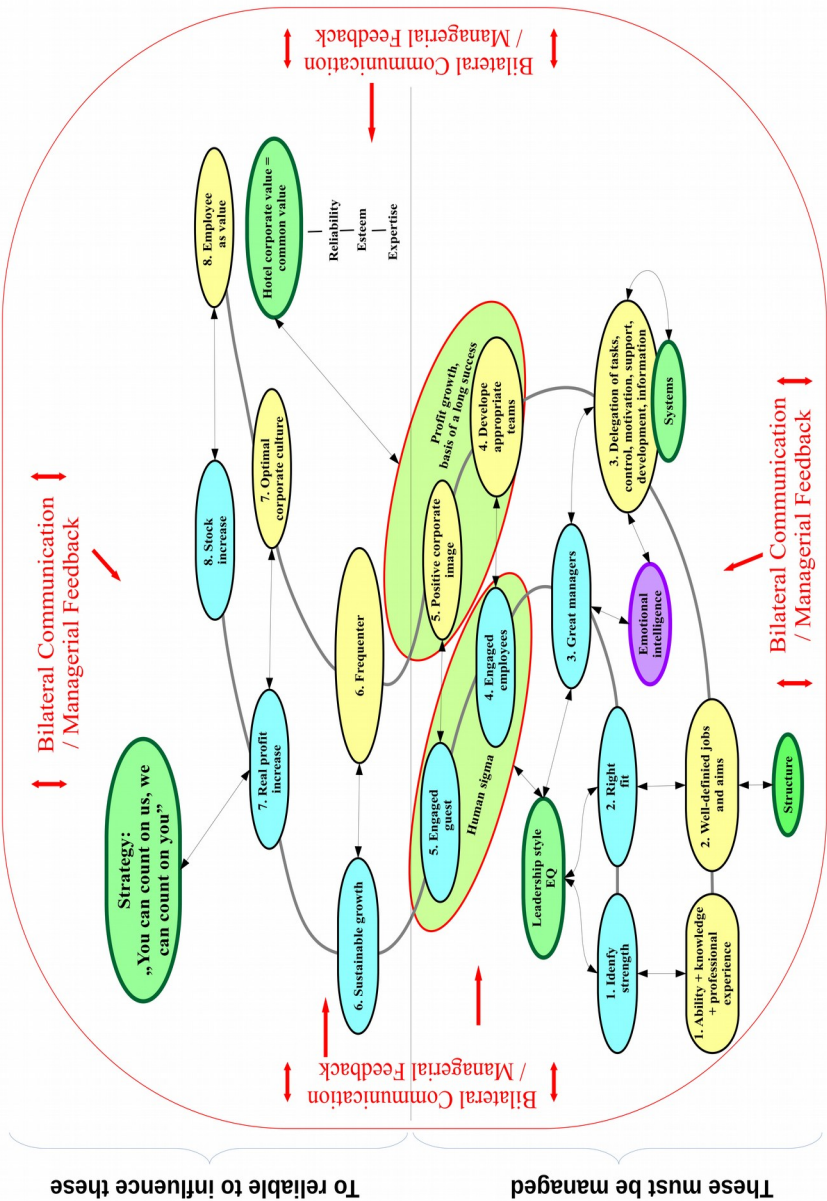To reliable to influence these

These must be managed

Figure 1. Gallup human-oriented path interpreted for the hotel industry

Source: Jim Clifton (2011), The coming jobs war- What every leader must know about the future of job creation (2011), Gallup press, pp.97. Based on the author`s own work 2019

The essence of the model

The method, being people-oriented, is precisely suitable for hotel organizational development. The author developed two parallel "S" forms interweaving the strategy and the corporate value of Danubius Hotels Zrt. The slogan "You can count on us, we count on you" has been transformed into a very positive strategic goal that reflects and anticipates the common corporate values of "reliability, esteem, expertise".

On Gallup's original model - the S-model on the left hand side- the original processes can be traced, here the fifth element was changed by the author to the "emotionally connected guest". **In the second, the S-modell on the right hand side, „hard"competencies can be monitored, and the „softs" which operating the human factors in the organization. The aim of the model is to draw a parallel between the goal of making a profit and the employee as an organizational value.** The arrows between the processes show the connection with each other, resp. two-way communication.

What ensures the sure success of the model?

Going down the Gallup Path, it can be recognized that emotionally attached guests, created through emotionally attached employees, help sustained growth and actual profit growth (Clifton 2011). Of course, there is also a need for high-quality hotel products and excellent marketing, but t**he emotional attachment of employees is the key to success**, leading to successes that add value to the company.

Because managers with high EQ-s are focused on employee values, abilities and talents from the first step, they assigned the appropriate tasks, therefore, due to the developed emotional attachment, the company becomes characterized by a collective strength and value creation instead of individual employee strengths. "Assigning" a task paired with employee talent provides a company with a strong corporate competitive advantage, as everyone strives for the best performance. By creating the right teams, a positive corporate image and welcoming guests, the desired corporate culture has been created, where people are at the center as a value. **This will be exactly the reason why the Gallup model works regardless of sector and company size.**

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the primary questionnaire research and the results obtained from the in-depth interviews, the author identified weaknesses and the improvement areas in the organizational culture. After drawing conclusions, she has made development proposals based on them. **In summary, the most important recommendations are**:

- The level of teamwork needs to be further raised, paying attention to group and individual goals.

- **Greater emphasis should be placed on taking into account the effects on employees when allocating human orientation and organizational tasks.** Human orientation would also have a positive effect on identification with work and with the organization itself, indirectly facilitating communication as well as a sense of leadership appreciation.

- **The degree of regulation of work should be left to hotel managers**, as they are the ones who see what is happening locally. **It would also be necessary to develop a unified and modern IT system at the hotel company**, which would streamline the administration and preparation of statements. The revision of the standards is important, as it can hinder the flexible operation of the organization, resp. quick response.

- There is a **clear lack of a benefit system, especially a lack of financial benefits**. An immediate wage increase at the hotel chain would be needed. Much remains to be done in terms of **employee appreciation and commitment.** There is a need to develop a unified corporate, individualized benefit system.

- In the event of a **high fluctuation emergency**, the hotel company must make serious changes as soon as possible - also due to the general shortage of manpower - by improving working conditions, a personalized benefit system, management care and a flexible organization.

- An **authentic, exemplary, value-driven management is expected** of middle and senior management, taking full advantage of communication and motivation. Leaders who do not understand, do not master new values, need to become a company.

- The **role of leadership EQ** is essential, so **only suitable executives are allowed to take up free positions**. In the case of the hotel chain, the younger a manager was, the more important emotionally intelligent leadership was to him.

- **Continuous managerial feedback** to employees is necessary to avoid conflicts.

- Among the „soft" factors, t**he emphasis should be on honest communication—continuous feedback, empathy and honesty.** In addition, it will be important to set clear goals, provide direct communication, take responsibility, provide coaching, lead by example, be helpful, and provide a „no one will leave you alone" feeling.

- Among the "hard" competencies, they **use mental hygiene knowledge and self-development** to gain a broader insight into the situation of employees, to reveal the causal connections of their actions.

- The matching the needs of the Z and α generations is possible with flexibility and **individualized needs assessment**. To meet the needs of the young age group, it is necessary to provide smart devices, which is at the same time positive, as hotel IT development is absolutely necessary.

- The *results of the annual employee evaluation* must be consciously incorporated into the feedback processes, resp. change management

- The active involvement of brand ambassadors in the processes, as a liaison, could help to understand and deepen the new goals and values.

- Members of all generations need to be made aware that they can learn from each other and that their knowledge together can be the secret to success at the corporate level. So the bigger **the "gap" between the generations is, the more consciously it needs to be exploited and managed.** Intergenerational differences need to be forged and thus **create synergies.**

- **Retaining and motivating employees and gaining their commitment** is no small task in today's world. However, with the right leadership and a pleasant organization, they need to understand the importance of their role in corporate processes and strive to maximize their performance.

Table Nr. 1.: Summary of the results of the hypotheses with suggestions
Source: Own editing

RESEARCH AIM	METHODS	RESULT	SUGGESTION
H1 A) Group goals and teamwork	Wilcoxon test	H1 A) discarded	However, at the level of teamwork, attention needs to be raised to group and individual goals.
H1 B) The impact of work on employees, managerial communication, resp. the need for support	Wilcoxon test	H1 B) certificated	Stronger human orientation, managerial esteem, higher level of managerial communication, Customized corporate system.
H1 C) The level of regulation of work, the control of employees and the possibility of brainstorming	Wilcoxon test Sign test	H1 C) discarded	Nevertheless, attention needs to be paid to rationalizing standards. There would be a need for a unified and modern IT system that would support all this and control. Stimulating employee brainstorming.
H1 D) Criteria for employee performance orientation and reward	Sign test	H1 D) certificated	Develop a personalized performance-based reward system.
H1 E) Level of need for conflict management	Sign test	H1 E) certificated	Immediate handling of difficulties with leadership mentoring.
H2 Frontoffice workers are more likely to change jobs than backoffice workers**.**	Mann-Whitney U test	H2 discarded	Nevertheless, due to the high turnover rate, it is necessary to pay attention to the workers.
H3 A) Generation Z workers are less team players compared to the older age group	Kruskal-Wallis test	H3 A) discarded	Nevertheless, training young generations to integrate more easily into the company.
H3 B) Generation Z workers are more likely to change jobs than older workers	Kruskal-Wallis test	H3 B) discarded	Despite the results, due to the general shortage of manpower and the information obtained during the management interview, the tendency to fluctuate should be taken seriously.
H3 C) Generation Z workers place more emphasis on flexible organizational culture, two-way communication than other generations.	Kruskal-Wallis test	H3 C) discarded	However, in the interests of a pleasant organizational culture and a competitive company, it is important to pay attention to these factors.
H4 Those who identify with corporate value are less likely to change jobs than those who identify less	Kruskal-Wallis test	H4 discarded	Identifying with the job and the organization is essential to corporate success and therefore requires care.
H5 A) The younger the leader, the more important for him emotionally intelligent leadership	Kruskal-Wallis test	H5 A) certificated	The role of managerial EQ is essential, so only suitable executives should be allowed into free positions. (The author suggests using the model in practice.)
H5 B) The younger the leader, the less important the significance of criticism to him or her is to older people	Kruskal-Wallis test	H5 B) certificated	Continuous managerial feedback to employees is necessary to avoid conflicts.

The author's research goals were achieved despite the fact that the results of the primary research are not representative. The author believes that she has **got a realistic picture of the current situation and difficulties of the organization of the hotel chain**. The results and circumstances of the primary research naturally present the characteristics, situation and problems of the examined hotel chain, so they cannot be generalized one by one to the whole sector. At the same time, the problems that arise at Danubius Hotels Zrt. labor shortages, new employee expectations, lack of IT developments at an adequate level, etc.- are common to the sector, that is why **the author believes that the results, suggestions and model of the dissertation can be instructive for the industry in generally.**

The author tried to present the topic from several sides, using her own professional experience, with scientific sophistication, with the help of the model to aim for a new direction towards which the hotel industry should move to. The author feels that she has created a model for the managers **that can be applied well in practice, so the goal of the research has been achieved.**

5. PUBLICATIONS RELATED TO THE TOPIC OF THE DISSERTATION

Volume conference:

BALASSA É. (2011) *Szervezetfejlesztési lehetőségek a magyarországi szállodaszektor versenyképességének, innovációjának és hatékonyságának növelése érdekében.* In: BALÁZS J. (Szerk.): Változó környezet - Innovatív stratégiák: Nemzetközi Tudományos Konferencia a Magyar Tudomány Ünnepe alkalmából. Tanulmánykötet. Sopron: Nyugat-magyarországi Egyetem Közgazdaságtudományi Kar, pp. 517-532, (ISBN:978-963-9883-87-1)

BALASSA É. (2012) *A sikeres vezetés kulcsa - az érzelmi intelligencia és a kompetencia támogató szerepe a vezetői munkában,* In: SZÉKELY CS. (Szerk.) A gazdasági fejlődés fő hajtóerői: innováció, hatékonyság, munkahelyteremtés. Tanulmánykötet: nemzetközi tudományos konferencia a Magyar Tudomány Ünnepe alkalmából, Sopron, Nyugat-magyarországi Egyetem, pp. 434-453, (ISBN:978-963-359-000-3)

BALASSA É. (2013) *A Leadership és a szervezeti kultúra összefüggései, egymásra gyakorolt hatásuk.- A vezetést és a szervezeti kultúrát segítő – és gátló tényezők.* In: Felelős társadalom, fenntartható gazdaság: Nemzetközi tudományos konferencia a Magyar Tudomány Ünnepe alkalmából: Tanulmánykötet 1157 p. ,Sopron: Nyugat-magyarországi Egyetem Kiadó, pp. 733-749. (ISBN:978-963-334-144-5)

BALASSA É. (2014) *Sikeres vezetői tevékenységek eszköztára, a vezető személyiségjegyeinek szerepe* , In: Makrogazdasági döntések– hálózati szinergiák Nemzetközi tudományos konferencia a Magyar Tudomány Ünnepe alkalmából, Sopron: Nyugat-magyarországi Egyetem , pp. 160-173, (ISBN:978-963-334-203-9)

KÓPHÁZI A. - BALASSA É. (2014) *Wichtige Erfolgsfaktoren- und Methoden bei der Organisationsveränderung- und Entwicklung-Gesunde Führung in der Praxis* , In: Makrogazdasági döntések– hálózati szinergiák Nemzetközi tudományos konferencia a Magyar Tudomány Ünnepe alkalmából Sopron, Nyugat-Magyarországi Egyetem, pp. 640-648, (ISBN:978-963-334-203-9)

Workbook:

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