

## Summaries

*Kriszta Kádár - Erzsébet Németh - Gábor Kerekes - Lili Tóth*

### **Government investment incentives and job creation measures**

*Our study assesses the government's investment promotion objectives, the set of tools and institutions serving them and the results achieved between the years of 2010 and 2017 in Hungary. The main objectives of the investment promotion policy were to create jobs, stimulate investment in knowledge-intensive sectors, improve R&D and improve the position of small and medium-sized enterprises as suppliers. The strategic objectives of investment promotion were set in government strategies and plans, however, quantified targets, indicator and monitoring system were typically not implemented in the documents and were not followed up. During the analyzed period, the inflow of capital increased, job creation targets were met, and most of the contracts were concluded with companies actives in industries targeted for support. However, there was no significant increase in R&D investment. Labor market transformation in 2017 did not justified further public support for individual job creation. It would have rather been appropriate to address labor shortages and rising labor costs in each area by supporting knowledge-intensive, high value-added industrial and service sectors. Job allocation and labor mobility across industries and regions also need to be supported in order to adapt in a flexible way to labor market developments.*

*Keywords: investment promotion, investment support through individual government decisions, job creation, foreign direct investment, research and development*

*JEL code: E2, E6, O3*

*Gyula Pulay - Ákos Péter - Pál Dudás*

### **Possibilities of combining climate protection with competitiveness**

*The analysis prepared by the experts of the State Audit Office of Hungary approaches the issue of adaptation to climate change from the aspect of how the introduction of climate neutral technologies, the related innovation, and other climate protection measures can contribute to the increase of Hungary's competitiveness. Through Michael Porter's diamond model, the analysis points out that the government can influence every element of competitiveness in such a way that they can also contribute to climate protection. The government has an especially ample scope of action to link competitiveness and climate protection together in the public sector, and the analysis demonstrates this through the so-called emerald model, a version of the diamond model adapted to the public sector.*

*Keywords: climate protection, competitiveness*

*JEL code: Q1, Q54, Q56, Q58*

*Dániel Kókai*

### **Direct democracy as a possible answer to problems arising from the justification of representative democracy**

*In the Western democracies the justification of the representative democracies did not have to face too much difficulties in practice until the third quarter of the 20th century. Western democracy and capitalism have performed so well in contrary to the soviet-type political and economical structure that not many people have doubt their legitimacy. However since the mid 1970s due to the economical slow-down and the growth of the unemployment and income inequalities the western democracy has more and more loser as a result of wich more and more people doubt the legitimacy of the democratic structure. The central problem of my study is the difficulty of the justification of representative democracy and the practical consequences of it. In order to clarify the subject of the study first it is explained what we really mean under democracy. Then I briefly present the conditions of the justification of the democracy. After that as the backbone of the study I describe the advantages and disadvantages of the direct democracy, which can be a possible answer to the problem raised. In doing so I give a brief overview how the direct democracy can improve the representative demoracy and so how the whole democratic structure can get a stronger justification. As well as I try to overview briefly wich practical barriers this kind of structure has to face. Finally to conclude, I try to anticipate the direction of the developement.*

*Keywords: Democracy, direct democracy, legitimacy*

*JEL code: K1, K16, K40*

István Melcher

### ***The Audit of organizational integrity and ethical management in public service organizations***

After presenting the theoretical foundations of public service organizations, integrity, ethical management, the article outlines the theoretical approaches and questions I have developed to audit integrity and ethical management. The first theoretical approach is "audit under the Integrity Management Framework", this audit is based on focus questions formulated on the basis of elements of the Framework. The second theoretical approach is for the audit of ethical management can be conducted on the basis of a vision and an ethical program. If the public service organization is appropriately qualified in the first stage of auditing, in the second stage it is necessary to carry out auditing according to the "two-factor model of ethical culture". The result of the second stage is the presence of the "qualifiers" and the "disqualifiers" can be detected, and the presentation of these factors may help the development of the public service organization from an ethical point of view, and the implementation of ethical management. The third approach, the "value-based audit" can be used to assess the organisation's "ethical status". I think, the biggest obstacle to the practical application of my theoretical proposals is that the implementation of ethical values and ethical principles in the management of public service organizations is not prescribed by law, therefore willingness to contribute would be low.

Keywords: ethics, integrity, public service, public service organizations

JEL code: H83, K420

Ágnes Varga

### ***Changes in the spatial concentration and appearance of businesses in the peripheral districts of Borsod-Abaúj-Zemplén County***

The study also draws attention to the fact that the economic characteristics of the population of Borsod-Abaúj-Zemplén county and its districts, and their potential causes, and the regional differences in the number of active enterprises examining how the researcher can mislead the researcher in judging the growth and development of certain territorial units.

Keywords: business density, periphery, territorial inequality, relative position improvement

JEL code: R11

Eszter Siposné Nándori

### ***Poverty overview in Hungary***

In Hungary, poverty has been an important issue since its measurement started and information has been provided. The most recent studies and data revealed that poverty level is not higher in Hungary than in other neighboring countries. There are, however, some social and demographic characteristics, that can lead the individual to at-risk-of poverty.

In my research, I examined what factors influence average income level. I use the database of the micro census from 2016. Using county-level data and regression analysis, I found two factors that influence average income level significantly: unemployment rate significantly decreases it and average education attainment significantly increases it. All other examined variables (migration, natural increase or decrease of the population, permanent unemployment rate, the rate of the Roma population, average comfort level of dwellings, the rate of women having three or more children, the rate of the old) did not have any significant effect on the income level.

Keywords: poverty, exclusion, unemployment, education

JEL code: I32

Gabriella Bordás - Eszter Siposné Nándori

### ***Trainings for the integration in the labor market: marginal labor market strata, trainings and retraining in the Miskolc District***

The paper describes public employment and the system of labor market trainings since the 1990s in Hungary, with special regard to the Miskolc District Office which can be characterized by an unemployment rate exceeding the national average. We conducted interviews and used a questionnaire. The main aim of the research is to provide

*a detailed description of the characteristics of the participants in the labor market trainings in an area where unemployment is still a big issue.*

*Keywords: unemployment, public works program, labor market retraining*

*JEL code: J60, P 36*

*Beáta Masa- Mariann Alexa*

### ***Next Generation Bosch Recruitment Tools from Miskolc - Study on Implementing Bosch's Cloud Recruitment System (TalentHub)***

*In 2018, the recruitment of Bosch's workforce in Miskolc underwent a major transformation. The background is today's changing business environment, drastic changes in purchasing patterns, the emergence of new generations on the labor market, and aggressive marketing strategies by market players, while our factory size and complexity is constantly increasing. Reactions in innovation and other business applications are no longer fast enough. As with competitive sports, the movement of competitors and the market must be anticipated and acted upon. This is the ability to react quickly and intelligently - the so-called. Agility - increasingly the difference between success and failure. This is what made the decisions we made last year. As the largest employer of the city of Miskolc, we are constantly present in the labor market, but at the same time, we felt that in an accelerated world we too needed to accelerate and modernize our recruitment process. The transformation in recruitment has taken into account the Bosch Global Principle: this is the "Candidate first" philosophy, ie the "candidate first". We followed this principle from the first steps to the recruitment process, from branding and advertising, building a cloud-based application tracking system (ATS), developing innovative interviewing technology, to feedback and onboarding.*

*Keywords: labor, recruitment, methods*

*JEL code: F16, J21*

*Diána Angyal*

### ***Do it yourself! Or the improvement of personal competences in the civil service by means of self-coaching***

*The aim of the study is to present how those working in the public sector can improve their personal competences by using the tools of self-coaching. It illustrates that, as a result of self-coaching, self-confidence and self-esteem are increasing, the person becomes more flexible and his/her self-control improves. All of these personal competences are paid special attention in the public sector. In terms of workplace arrangements, actual challenges are the requirements imposed by digitalisation and e-government, as well as the extremely quick progress. In this dynamic and inconsistent working environment, as regards compliance with the requirements of the position, adaptation to changes and flexibility are even greater expectations that employees shall meet. More and more positions in the public sector keep changing, which not only results in new tasks and responsibilities, but also the expectations of employers are changing. When it comes to accept innovations, such soft skills as accepting attitude, learning skills and efficient change management are of extreme importance. The study presents the possibilities of using the coaching process that promotes progress in the public sector. In the course of an empirical research, the author studied the possibilities of personal improvement in case of three persons working in the public sector, taking up different positions. For the aims of the research the six-phase model named DIADAL (diagnosis–goal-setting–alternatives–decision–realisation–closure) was used. On the basis of her experience and conclusions, the author formulated recommendations for the decision-makers of the public sector.*

*Keywords: competence, change, efficiency, performance, coaching*

*JEL codes: O15, M12, M19, M53*

*Ágnes Horváth – Ádám Bereck*

### ***The role of industrial symbiosis in sustainable resource management***

*The concepts of sustainable resource management and environmental sustainability have become key topics in corporate management recently. Companies tend to build ambitious resource-optimization goals in their strategies, pursuing efficiency and acting towards the preservation of the natural environment at the same time. In this study, we took on a broader perspective, drawing on the literature that linking resource efficiency not only with the internal processes of companies but rather with the resource-based connections between them. There are several well-structured and useful methodologies for developing industrial symbioses between companies, however, the philosophies behind them and the scope of usability differ significantly. Based on our review of*

*existing literature we show the factors that support the formation of relationships and point to the barriers also (of which there are many). Based on our summarizing efforts, a special group of barriers is identified, highlighting factors that can be traced back mainly to information sharing and management issues. After one relating case study is presented from a secondary source in the electronic waste industry, we formulated our suggestions for the case of the Hungarian economy. We raise attention to the need for an efficient regional capacity of facilitator organizations supporting and promoting industrial symbiosis locally, with the possibility of addressing most of the issues identified.*

*Keywords: industrial symbiosis, circular economy, electronics industry, sustainable resource management*  
*JEL codes: M21, L52, L63*

*Gabriella Soós*

### ***Conceptualisation of consumer behaviour models***

*Consumption is part of the every-day-life, we buy the usual products often routinely, sometimes as the result of a long term decision making. The decision making is important, because the consumer would like to choose the optimal product that can satisfy their need, even if the process has non-conscious components. The recognition of consumer's motivation and reasons is valuable for the producer and trader, because it facilitates to produce such products that can satisfy the consumer needs and enables them to have a remarkable profit.*

*Firstly, the philosophers have begun to analyse the consumer behaviour. Later it has been completed with the explanation of the decision making process and the description of the information process. Economists, sociologists, psychologist has taken part in this work. The research of the consumer behaviour belongs primarily to microeconomic, but it plays more and more role in the macroeconomic as well.*

*We can find numerous schools and types of the models in the literature. The aim of this study is the systematisation and conceptualisation of the consumer behaviour models. Herewith the researcher can select and choose the optimal type to the survey or the market needs.*

*Keywords: consumer behavior, consumer behavior model, decision process, information processing*  
*JEL code: D11, D81, M31, N01*