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THE CONCEPT OF PERFORMANCE EVALUATION OF THE FACULTY OF ECONOMICS AT J. SELYE UNIVERSITY THROUGH THE BSC METHOD IN THE CONTEXT OF INNOVATION

Renáta Machová – Enikő Korcsmáros – Zsuzsanna Gódány – Lilla Fehér – Silvia Tóbiás Kosár – Erika Seres Huszárik

Abstract
The article is focusing on the presentation of the Balanced Scorecard method and its use in the education sector. The aim of the research is the creation of the concept of BSC and implement it at the Faculty of Economics of J. Selye University in order to ensure self-assessment, continuous development and long-term enhancement of its activity in the market. The article deals with the evaluation of information obtained by conducting in-depth interviews with design ideas and recommendations for the implementation of the method in terms of the chosen faculty. The result of the issue is the proposed concept containing also a set of benchmarks, strategic map and formulated strategic action on the application of the method in selected organizations.

Key words
Self-assessment, Balance Scored Cart, strategic map, education sector

JEL Classification: M21

Introduction

The emergence and expansion of globalization resulted in transition of industrial society into knowledge-based and information society. The most significant change is that knowledge and information have become the main strategic sources, while the main strategic source in the industrial market environment was capital. The increased transmission of information resulted in faster changes. Education is an important tool in the implementation process of national policies. The expectation of public is primarily the economic profit that will be manifested in achieving economic growth of the state. Measuring academic productivity has become a widespread phenomenon and increased attention is addressed to measuring the performance of universities and colleges. The constantly changing environment as well as the challenges faced by these institutions forced universities and colleges to adopt market mentality. We can declare that the market orientation of these institutions has become a social phenomenon. There are direct consequences institutions of higher education experience when entering the market e.g. competitors from different sectors than education. Depending on the socio-economic expectations, they are trying to react to market needs as well as expectations. As a result, a demand has been created addressing the professionals dealing with education policy to apply strategic thinking and managerial attitude. This requirement was also confirmed by the OECD. The document of OECD provided an important recommendation formulated for national governments to require educational institutions to develop strategic documents. However, many opponents have doubts whether the approved management tools e.g. the use of modern methods and tools to ensure the management and utilization of all available sources (Balanced Scorecard) can be successfully applied in the institutions of higher education. However, some experts detect signs of orientation towards entrepreneurial activities when implementing management methods in higher education. This is the reason why scientific work and students are addressed as commodit. On the other hand, increasing number of professionals share the opinion that university and college education are public services utilizing state resources. If we focus on the functioning of universities and colleges, we have to admit that they operate similarly to companies in the business sector. The introduction of managerial techniques at universities strengthens the strategic approach, improves transparency, enables long-term planning, clarifies and provides an exact definition for organizational identitiy.

Balanced Scorecard

Balanced Scorecard (BSC) is a performance metric used in strategic management to identify and improve various internal functions of businesses and their resulting external outcomes. The BSC was developed in the early 1990s by Robert S. Kaplan, a professor at Harvard Business School. Together with David P. Norton (CEO of a consulting firm), they were the idea men of activity-based costing, an accounting method that identifies and assings costs to overhead activities and then assings those costs to products. At that time, managers focused exclusively on meeting the financial indicators of the company that might support the achievement of long-term goals. Therefore, a need has emerged to introduce a system of business performance indicators that can support the achievement of long-term objectives. The original BSC concept was published and presented to the public in the article „*The Balanced Scorecard"*: Translating Strategy into Action (1992). Kaplan-Norton (2000) built their concept on the fact that the traditional measures of past performance can be supplemented with new measures of the future performance. Unlike the old concept focusing on cost reduction, improving quality and reducing reaction time, the indicators of the new system (BSC) identify and measure those strategic processes that might support the success of organizational strategy. „The Balanced Scorecard emphasizes that both financial and non-financial indicators must be part of the information system avaiable for all employees at different levels in the company" (Mišanková, 2012 p. 3). The introduction of the BSC method was a reaction to the author's empirical research, in which they emphasize that usiness strategic intentions were not implemented in practice. Three development generations of the BSC concept can be identified that follow a chronological order:

First generation BSC – the attention focused on leading metrics („leading indicators"), which allowed a more reliable prediction of future development. The methodology is based on four perspectives (financial perspective, customer perspective, learning, growth of internal processes) and the number of indicators was limited within each perspective. Overall, it is important to indicate the absence of objective knowledge from BSC implementation as well as documentation of the system's contribution in order to boost performance and implement the strategy.

Second generation BSC – this generation can be considered as the basis of today's BSC systems applied in theory and practice. It is about a significant transition from BSC as a system of measuring performance to BSC as a system of implementation strategy. In this generation, the correlation between cause and effect is developed deeply (applying different types of analyses). There has been a shift and interconnection of the system from the cause-effect relations between the perspectives in the first generation models of BSC into cause-effect relation between the metrics that supported the creation of the strategic map (Strategic Linkage Model).

Third generation BSC – the BSC models of third generation include all of the components found with second generation models (strategic goals, perspectives, strategic maps, indicators). The most important element introduced by this generation is the „declaration of objectives" (destination statement). Destination statement is the final consensus about the future state of the organizaion. It is the starting point for the subsequent selection of strategic goals, metrics and reformulation of the cause-effect hypotheses (Glova, Gavurová, 2013, p.104).

Nowadays, corporate managers need new tools to evaluate the achievement of goals. Based on the considerations of Suhányi, E. – Horváthová, J. (2011), we can conclude that these methods are offered by the BSC methods – assessment methods and management procedures. This is a strategic system of management and performance assessment of the company. „It is the application of management system in the company that will ensure the effective utilization of resources for the purpose of continuous valorization of shareholders' assets (Mišanková, 2002 online). The method is similarly described by Šukalová (2014), who
describes this method as a set of tools designed to assess different aspects connected to business activity and the business environment that enable managers to monitor the achievement of company goals. Šurinová and Paulová (2006) identify BSC as a link between the company vision and its implementation. It is also a communication tool, which is used to support the cooperation between different departments of the company. In other professional publicatons BSC is described as a method „*that establishes a link between planning strategies and operational activities in order to measure the company performance. This method enables to follow:*

- *the balance between the short-term and long-term goals*
- *the balance between the required outputs and the driving force of these outputs*
- *the financial performance of the company, but also the capability of businesses to ensure and acquire long-term assets needed for future growth*
- *strategy and corporate governance (Hrašková, 2010, p.126)*

Bobenič - Hintošová (2006) determine the role of BSC in defining the objectives and metrics in individual dimensions of BSC, through which this tool helps the management to implement business strategies. The BSC method is based on 3 principles resp. components:

- „link to vision and strategy of the company,
- understanding the company in terms of interaction with internal and external interest groups
- utilization of non-financial performance measures,
- future-oriented performance measurement„ (Šukalová,V. 2014, p.67)

According to Grausová (2011), the basic aspect of BSC method is to find a link between the business strategy and the performance assessment of the company. According to her, the Balance Scorecard introduces a new perspective on strategy development in terms of company performance assessment. The traditional financial measures are replaced by operative measures aimed at satisfying the customer, improvement of internal processes, self-training and growth of the company. Based on the presented facts, we can agree with a statement provided by Mišanková that „BSC should be used not as a controlling system but as a communication and information system." (Mišanková, 2012, p.3). This hypothesis resp. statement was also supported by Marinič (2008), who emphasized the benefits of the BSC system as a strategic management system applied for long-term business strategy management, resp. using BSC for implementation of critical management processes.

Material and Research Methods

Balanced Scorecard (BSC) is a system of strategic management and a tool for performance assessment. The application of the system serves to support the processes of strategic management of any type of organization. The article focuses on the presentation of the Balanced Scorecard method and its use in education. The goal of the research is to create a proposal for creating a concept of Balanced Scorecard method for the Faculty of Economics at J. Selye University in order to apply it for self-evaluation as well as continuous development and long-term improvement of the institution's activity on the market. Methods of different character were used to evaluate and interpret the results. The method of analysis and comparison were used to study the internal and strategic documents of the faculty in order to obtain a comprehensive picture about the current situation of the faculty, the possible future objectives and intentions of the institution and the strategy to achieve them. The method of brainstorming was used to identify and choose core performance indicators. The method of guided interview was used to prepare an interview with the management of the faculty and selected academics. A guided interview was used in the early phase of our research to uncover and investigate problems. The same method was applied in the final phase of the research in order to verify the reality of the achieved results. We applied content analysis to analyse the results of the guided interviews. Qualitative conclusions were derived from the rest of the obtained information. We also examined the reasons of differences and similarities in the case of answers obtained. We applied synthesis as a last method to present proposals how to implement the Balanced Scorecard method into the management system of the Faculty of Economics and the effective use of BSC in strategic management.

Research results

The Faculty of Economics at J. Selye University is a modern educational and scientific institution. The main priority of the faculty is to provide tuition for the Hungarian ethnic minority in their mother tongue. The faculty is providing possibility for the students to study in their mother tongue in accordance with the law no. 465/2003 (§ 2) and the law 131/2002. The institution is providing tuition in Hungarian, Slovak and other languages (English and German languages). The faculty is currently offering a bachelor's degree programme (full-time and part-time) in the accredited field of study *Business Economics and Management* (in the study programme Corporate Economics and Management) as well as full-time tuition is provided in the accredited programme *Applied Informatics* (in the study programme Applied Informatics). The students of master's degree programmes are offered tuition (full-time and part-time) in the accredited field of study *Business Economics and Management* (in the study programme Business Economics and Management) as well as part-time form of tuition is provided in the accredited field of study *Business Management* (in the study field Business Management). The **doctoral (PhD.)** study programme in Business Economics and Management offered by the FE JSU focuses mainly on research and science. Thus, it aims to train experts in economic sciences from among the best-performing ethnic Hungarians in Slovakia. The faculty places great emphasis on ensuring international student mobility for students, this way offering opportunity to acquire knew knowledge abroad and utilize it. The faculty is involved in the following mobility programmes Erasmus+, Ceepus, a VELUX Scholarship. The Faculty of Economics also contributes to development of sciences and helps the scientists living in the region to join the international scientific environment as well as the institution is establishing cooperation with other scientific institutions. The university takes on the role of a regional science center. The mission of the Faculty of Economics at J. Selye University is to contribute to the development of the region, society and the science. The faculty is well-equipped with information-communication technologies e.g. high quality wireless Internet access is provided throughout the campus. The main objective of the faculty is to meet the demands of the current society and provide students with interest in Economics and entrepreneurship with an increasing number of learning opportunities in the most specialized study programmes. Based on the findings of personal interviews with the management of the faculty, three suggestions for introducing Balanced Scorecard will be presented. The suggestions have informative character. The following suggestions were proposed:

1. Time schedule of the project – time schedule figures as a tool to support the visualization of necessary tasks while implementing the system of Balanced Scorecard. The individual activities of the implementation of the BSC system at the faculty are elaborated. Based on the personal experience of professionals introducing the system of BSC in company processes as well as the research conducted to determine the average time of elaboration and

implementation, we propose a 5 months time schedule for the elaboration and implementation of BSC at the Faculty of Economics.

Based on the research, the average time interval of implementation process ranges from 3 months to 2 years in Slovakia. The reason to set a 6 months timeframe for the introduction of the method was to ensure the highest possible efficiency of labor productivity and cost-effectiveness of the implementation process (it is about keeping the financial costs low, low consumption of resources). The proposed date to start the project is the first month following the introduction of the new long-term strategic objectives of the faculty and the university for the period 2016-2021. These documents include the strategy of the faculty: long-term objectives, strategic objectives, priorities and main objectives the faculty would like to achieve, therefore serve as a basis for the implementation of the BSC system. Based on the scientific literature addressing the issue, the case studies and the already implemented projects at other institutions, we have elaborated a workplan for the implementation of the BSC system (Appendix 5). It presents the proposed timetable of elaboration and implementation of Balanced Scorecard, which should serve as an orientation plan for designing BSC at the Faculty of Economics.

2. The estimated budget for the implementation of a BSC system at the Faculty of Economics – the estimated cost of implementation was determined in 10 000 EUR. The proposed provisional budget contains the following items:

- staff costs of the project team, +23% increase in the monthly payment to staff throughout the duration time of the project,
- costs of participating on BSC team training (training cost, travel costs, accommodation costs, food etc.) 350 EUR/person (price offer from FBE Bratislava, s.r.o),
- purchasing the necessary software (e.g. BSC Designer Professional) – 714,99 EUR excl. VAT from Balanced Scorecard Slovakia. In the budget proposal, we forecasted that the faculty can handle the compilation and implementation of the BSC method without the involvment of an external expert. The costs of using the services of a consultancy firm may significantly increase the final amount of the proposed budget. As a further recommendation, we would propose a possible reduction of costs associated with the implementation of the method, so the faculty would develop its own software/programme. The whole project, including the implementation phase of the method would be elaborated within the framework of the scientific activity of the faculty or in form of inter-faculty cooperation.

3. Suggestions to change the structure of the questionnaire designed to measure the student satisfaction – we would like to express dissatisfaction with the questionnaire designed to map the student satisfaction. The current form of the questionnaire is limited to teacher performance assessment and evaluation of the content of the completed subject. This method of measuring student satisfaction cannot be considered adequate since it does not map such indicators of educational quality satisfaction that are related to the effectiveness and availability of material, technical and information sources. In order to achieve a comprehensive mapping / measuring student satisfaction, we propose to include the following aspects:

- mapping satisfaction related to the organization of studies (services offered by the academic library, Studies Department etc.),
- evaluation of teachers (criteria, comments, behaviour, evaluation made by the teacher, corruption),
- evaluation of courses/subjects (positive and negative comments),
- mapping the satisfaction with accommodation facilities (room facilities and the allocation system of accommodation) and canteen meals (e.g. possibility is provided for lunch time),
- evaluation of leisure time (leisure time activities offered, availability of sport facilities and clubs),

- others – room for improvement proposals made by students.

The suggestions above are based on the interviews conducted by us and the analysis of the current market situation, which should facilitate the introduction of BSC into the management system of the Faculty of Economics at J. Selye University.

Conclusion

Since the turn of the millenium, governmental agencies, hospitals, private foundations, universities, colleges, religious organizatons have been using the Balanced Scorecard method in more or less modified versions to improve long-term operations, continuous development and as a self-assessment tool. The main reason for modification can be explained by the fact that the original model was developed for business organizations, which focus their attention on ensuring the sustainable growth of the company, making profit and creating value for the customer. In case of non-profit organizations, the mission itself, the budget and the internal culture is completely different. These are the reasons why the implementation of the system Balanced Scorecard in the public sector required a minor change of BSC tools. The goal of this paper was to make proposals regarding the formulation of a Balances Scorecard system for the Faculty of Economics at J. Selye University. Proposals were made concerning the time schedule of the BSC project, its budget and regarding changes to be made in the current structure of the questionnaire designed to measure student satisfaction. These chapters serve a role to achieve the partial goals of our research, which were set to achieve the main objective. The purpose of the suggestions was to enhance self-assessment, continuous development and long-term quality work in the educational process at the researched organisation.

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Authors' contact details

Dr. habil. Ing. Renáta Machová, PhD., Department of Management, Faculty of Economics, J. Selye University, Bratislavská cesta 3322, Komárno 945 01, e-mail: machovar@ujs.sk
PhDr. Enikő Korcsmáros, PhD., Department of Economics, Faculty of Economics, J. Selye University, Bratislavská cesta 3322, Komárno 945 01, e-mail: korcsmarose@ujs.sk
PhDr. Zsuzsanna Gódány , Department of Management, Faculty of Economics, J. Selye University, Bratislavská cesta 3322, Komárno 945 01,, e-mail: godanyzs@ujs.sk
Mgr. Fehér Lilla, Department of Foreign Languages and Communication, Faculty of Economics, J. Selye University, Bratislavská cesta 3322, Komárno 945 01, e-mail: feherl@ujs.sk
PhDr. Silvia Tóbiás Kosár, PhD., Department of Management, Faculty of Economics, J. Selye University, Bratislavská cesta 3322, Komárno 945 01, e-mail: kosars@ujs.sk
PhDr. Erika Seres Huszárik, PhD. Department of Economics, Faculty of Economics, J. Selye University, Bratislavská cesta 3322, Komárno 945 01, e-mail: huszarike@ujs.sk

ARE ALL MARKETING CAMPAIGNS IN VAIN IF THE PRODUCT IS BAD? EXAMINING FACTORS THAT INFLUENCE DEMAND FOR FOOTBALL MATCHES

Renátó Balogh – Zoltán Bács –Veronika Fenyves – Anetta Müller - Beáta Dobay – Éva Bácsné Bába

Abstract

In Hungary sport officials and the media typically explain low turnout figures for football matches with low quality performance. Researchers studying passive sport consumption agree that the quality of playing has an impact on demand, however, marketing and psychology-based approaches emphasize belonging to a community. Our main research questions aimed to find answers to what factors influence interest of consumers and also whether the media has a significant influence on people's opinion. In order to answer these questions, we conducted a questionnaire survey. Out of the 178 questionnaires returned we retained 147 after data cleaning. Based on our results we can conclude that according to respondents, the media significantly influences consumers' interest and respondents' choice of visiting a football match is first of all determined by the quality of playing. We suggest that in the future the assessment might be repeated using different methods and approaches

Keywords

Sport consumption, sport business, sport and media

JEL Classification: Z2

Introduction

The sport, the sporting success of the Hungarians have been an integral part of the Hungarian identity for centuries. In the 1950s, the Golden Team appeared as an expression of independence, the national football experienced an unprecedented rise in popularity as every Hungarian rooted for them. According to the representative national survey of the Sport XXI. National Sport Strategy (2007-2020), 90% of the Hungarians are proud of our athletes, their success and results, with which sport strengthens the feeling of "being Hungarian". It is true that today, due to the failure of Hungarian football, its popularity has decreased, which is also reflected in the decreasing number of fans in the stadiums. In 2016, after Hungary's success at the European Championship, we started to see a growing number of fans again. Even though the performance of Hungarian football is fluctuating and the number of fans is changing, football is still the most popular sport, both in terms of viewership and of youth development (Madarász, 2018).

Owing to the support of the Hungarian government and the Hungarian Football Association (HFA), many positive changes have been accomplished in various areas of Hungarian football in recent years (Bácsné, 2017). The number of certified footballers has grown sharply, several hundred football stadiums and fields were built within the framework of the stadium construction program (Balogh, 2017), and the performance at the 2016 European Championship also triggered optimistic expectations about a successful future. During and immediately after the European Championship, the suggestion seemed justifiable that the problem of low spectator numbers, one of the key issues, could be solved by the successful performance of the national team giving a boost to interest in NB1 matches. Positive expectations lasted to the first NB1 round as the average number of spectators, in the six matches in the first round after the European Championship in France, was barely 2 700 (magyarfutball.hu). In addition, both the Ferencváros and the DVSC started the championship in their new stadiums. As the number of spectators remained low, HFA felt the need to act and together with the clubs suggested a joint marketing action to solve the problem. However, the average number of spectators still did not rise. As a result, the HFA one year in a study made the following statement: "All marketing campaigns are in vain if the product itself is bad."

Consumers interest in sporting events have been researched by several scholars both in Hungary and at the international level (Dénes, 1998; András, 2004; Kassay, 2012; Kajos et al., 2018; Zhang et al. 1995; Shank, 2001; Trail and James, 2001; Funk et al. 2008, Bácsné, 2015, 2016a)b), Bácsné et al., 2018.a)b)). The authors unanimously agree that the quality of sport performance, the quality of the game, has an impact on the audience's interest but no researchers claim that this would override any other influencing factors.

The question may arise as to whether the conclusion drawn in the HFA study claiming that the "poor product" is responsible for the low average number of spectators and the situation will improve only if the quality is improved by players and stakeholders. Leagues similar in quality to NB1, such as the German second or third division championships boast considerably higher average spectator figures. In the 2017/2018 season, the Bundesliga 2 had an average of nearly 20,000 in the league matches. In addition, some tournaments also show that the rankings on the table do not necessarily reflect the audience figures. In the 2017/208 season, Hamburg SV after dropping out of Bundesliga 1, played its matches in front of 50,556 spectators, while the middle-rank Hertha BSC's matches attracted "only" 45,319 spectators, which is a significant difference considering stadium capacity and utilization. Hertha BSC plays home games at the Olympic Stadium in Berlin able to house 74,400 spectators while the Hamburg SV Arena has a capacity of 57,000 (worldfootball.net).

We assume that in addition to the quality of the game there must be other factors influencing spectator interest. One of these, in our view, is the media. Our research questions are: Does the media have an impact on consumer interest? Do the news appearing in the media affect how people see football?

The two most visited Hungarian news portals, the index.hu and the origo.hu regularly write about Hungarian football, typically not in a positive tone. In recent years, articles have appeared with the following titles: "This number of spectators sucks even in Serbia" (origo.hu, 2014). "We pour tens of billions into a great nothing" (index.hu, 2014). "And who irritates you most in Hungarian football?" (index.hu, 2018) These articles are, on the one hand, mood generators, and on the other, they present half and partial truths regularly painting a negative image of Hungarian football. We can also find statements such as "Hungarian football professionally cannot be evaluated…", which presumably did not make football matches attractive to a single reader and suggest that it is basically the sport professional performance, or more precisely the lack of it that makes them uninterested in the matches.

According to Watson (2003), the media contribute to the strengthening of prejudices and the trivialization of important issues. This means that if something is heard or displayed often on a medium, news consumers will sooner or later accept it as true regardless of its truth content. Giddens (2008) asserts that, in addition to its entertainment function, the media provides, filters and edits information we meet every day in our lives. That is why it is particularly important how objectively the various media present news and what position they and what position they take in their articles.

1. Literature overview

The question „Why do not people go to see football matches?" in Hungary is almost automatically answered by pointing out that it is the poor quality very far from international standards. It is indeed true that researchers of the topic found that the quality of the sport performance is an influencing factor. In Dénes (1998) interpretation it is the quality of the team's performance. The better players and teams can be seen the more people will be interested. András (2004) calls this factor the quality of sport performance. According to Kassay (2012) „In Hungary the basic problem involves creating the base product to serve on the spot fans, that is, to ensure an average performance which is acknowledged and accepted by consumers." (Kassay, 2012 27.p.). Dénes (1998), however, pinpoints that viewers interest is not affected directly by absolute performance but rather the uncertain outcome which directs attention to relative performance. This claim is supported by several authors (Fort-Quirk, 2011; Kassay-Géczi, 2016; Lee-Fort, 2012).

Studies with an economic focus typically emphasize marketing while studies with a psychological focus tend to place more emphasis – certainly not ignoring spectacularness and performance of athletes - on social and cultural factors (Zhang et al. 1995; Shank, 2001; Trail-James, 2001; Funk et al. 2008).

Földesiné (1995) attributes the continuous decline in the number of spectators to the disappearance of the most important indicator of becoming a fan, the intergenerational commitment (Kassay, 2012, p. 28). At the end of the 1980s and the beginning of 1990s spectator numbers had fallen sharply in the Hungarian football championship. Many spectators turned away from football partly for economic and social reasons, and consequently the late X-generation, the Y-generation and the even younger no longer „inherit the supporter attitude" from their parents. The members of the younger generation typically do not draw their own conclusions about Hungarian football from their own experience, but rather through the interpretation of a medium. Földesiné et al. (2010) point out in connection with this that we can always encounter negative phenomena or actions in sport, which the "sensation-hungry media" (Földesiné et al. 2010, p. 152) focuses on in order to increase reader and viewer numbers. In the United States, as early as the1960s, newspaper articles aiming to demystify sport and athletes were published (Földesiné et al. 2010).

Material and method

Our survey was conducted with a questionnaire among the students in the Faculty of Economics of the University of Debrecen and the Faculty of Child Education and Special Pedagogy. The questionnaire was completed by 178 students. 147 questionnaires were retained after the data cleansing. Data cleaning was necessary because some of the sample answered the questions incorrectly or omitting a lot of answers. The questionnaire was divided into three parts. The first part contained questions about demographics and the relationship between the respondents and sport. The second was about the media and its effects. Students had to respond to four statements on a 1-7-point Likert type scale (where 1 = totally disagree, 7 = fully agree). In the third part respondents had to rank predefined factors depending on how they affect their interest in a football match. A total of 10 factors were formulated:

- Quality of the game
- Positive atmosphere in stadium
- Sense of success
- Entertainment, relaxation
- Activity and marketing efforts of the Hungarian Football Association (HFA)
- Belonging to a community
- Shared program with family, friends
- News appearing in media
- Supplementary programs and services
- Cheap and easy to buy tickets

38.8% of the respondents were men and 61.2% were women. This is especially important because on he stands typically men can be seen, women are underrepresented in the stadiums, hence their opinion on the issue is very important. 59.2% of the respondents were students at the Faculty of Economics while 40.8% were students of the Children's Education and Special Pedagogy Department at the time of the data collection. Concerning age, we classified the students into 4 groups. Most of them belonged to the age group 19-22, 12.2% were 23-26 years of age, the age groups 27-30 and 31-34 were represented by 3-3 respondents. Regarding family status, 73-73 people were single and living in a relationship, on respondent was married. In the case of sports, respondents were allowed to choose from among several options, however, because of the focus of the study respondents were classified into a group for football lovers and another for those preferring all other sports.

Football was chosen by 60 while other sports by 87 respondents. Finally, respondents were divided into two groups according to whether or not they were passive sports consumers. Neulinger (2007) depicted sport consumption on a scale with active and passive sports at two ends. The most passive are reading a sports magazine and watching sports broadcasts, as these entail the smallest personal energy investment. On the spot sport consumption, buying sports equipment and sports relics requires more effort from people so they are in the middle of the scale. The most active form of consumption is considered to be the activities in which the person is engaged in doing sports, be it in his spare time or in a professional manner. In our research passive sport consumption meant that the consumer was involved as a spectator in a sporting event (Neulinger, 2007). 29.9% of the respondents said they go to football matches on a fairly regular basis (Table 1).

Table 1. Demographic composition of the sample

Variable	Category	Frequency	Percent
Gender	Men	57	38,8%
	Women	90	61,2%
Faculty	Economics and Business	87	59,2%
	Children's Education and Special Pedagogy	60	40,8%
Age	19-22	123	83,7%
	23-26	18	12,2%
	27-30	3	2,0%
	31-34	3	2,0%
Family status	Single	73	49,7%
	Living in relationship	73	49,7%
	Married	1	0,7%
Sports	Football	60	40,8%
	Other	87	59,2%
Fan	Yes	45	30,6%
	No	102	69,4%
Passive sports consumer	Yes	44	29,9%
	No	103	70,1%

Source: Own database, 2018

We conducted our research with IBM SPSS Statistics 23 statistical software. As for descriptive statistics, we computed arithmetic mean, standard deviation and modus. The non-parametric Mann-Whitney test was chosen for testing the hypothesis given that our sample did not meet the criteria for parametric tests, as it did not follow a normal distribution. The Mann-

Whitney test is a non-parametric equivalent of the two-sample t-test which allows for the comparison of elements of two groups (Hunyadi et al. 1996). The age as a variable was omitted from the study as more than 80% of the sample belonged to the 19-22 age group. We divided the respondents into two groups concerning family status, putting the only married person into the „living in a relationship" group.

Results

Most of the respondents agreed that the media can heavily influence the interest in football in Hungary. Over 60% of respondents (values 5,6 and 7 together) think that media has an impact on interest and 30% believe that media plays no role in shaping consumer demand (Figure 1).

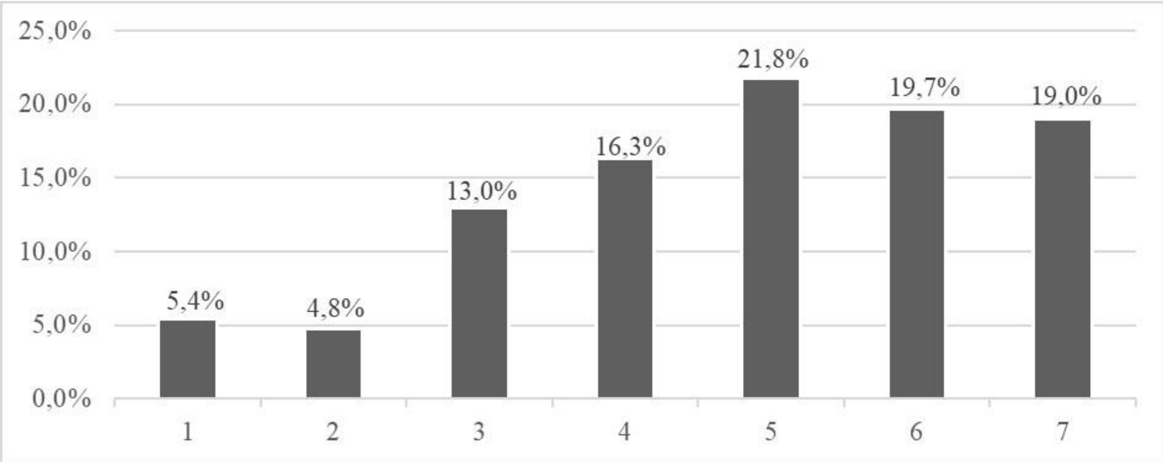

Figure 1. Media can have a significant influence the interest in football in Hungary
Source: Own database, 2018

In connection with the other three statements we received mid-cantered, neutral results. In all three cases the mean is close to 4 and the modus is 4. In order to avoid biasing the respondents the statement concerning the picture the media paints about Hungarian football, was positively and also negatively worded. Results are about the same for the positive and negative versions which suggest that in respondents' opinion the various mediums do not take sides. The last statement in connection with the media was how objectively the media report news about issues in connection with Hungarian football. Respondents stayed neutral on this statement as well. (Table 2.)

Table 2. Descriptive statistics for media statements

Statements	Mean	Standard deviation	Mode
Media can have a significant influence the interest in football in Hungary.	4,80	1,71	5
Generally the press organizations put a positve sping on Hungarian football.	3,86	1,76	4
Generally the press organizations put a negative sping on Hungarian football.	3,80	1,79	4
Media report objectively about Hungarian football news.	3,89	1,43	4

Source: Own database, 2018

Out of the examined factors the quality of the game yielded the lowest mean (3,72), hence it has the greatest influence. Quality of the game was followed by shared program with family and friends (4,10) and then by entertainment, relaxation (4,29). The HFA's statement that „all marketing activity is in vain" seems to be supported as with a mean of 7,80 it is the least influencing factor. Examining the modus values, it will become apparent that while the quality of the game and shared program with family and friends factors yielded a modus of 1, the marketing activity of HFA and the football clubs had a modus of 10 (Table 3).

Table 3. Descriptive statistics for the examined factors

Factors	Mean	Standard deviation	Mode
Quality of the game	3,72	2,71	1
Positive atmosphere in stadium	4,31	2,36	3
Sense of success	5,21	2,64	2, 6
Entertainment, relaxation	4,29	2,55	4
Activity and marketing efforts of the Hungarian Football Association (HFA)	7,80	2,58	10
Belonging to a community	5,72	2,18	6
Shared program with family, friends	4,10	2,61	1
News appearing in media	7,61	2,69	9
Supplementary programs and services	6,67	2,25	8
Cheap and easy to buy tickets	5,53	2,65	7

Source: Own database, 2018

Assessment of the hypotheses resulted in only a few significant connections between groups. As for gender differences, the entertainment and the shared program factors showed significant differences between men and women, both factors being more important to women. This result falls in line with several domestic researches (Molnár, 2019, Müller et. al., 2019) studying those active sport consumption trends, where entertainment function appears significantly. Comparing the respondents from the Faculty of Economics and the Faculty of Children Education and Special Pedagogy a significant difference can be observed concerning the quality of the game. Respondents from the Faculty of Economics taking a sport organizer specialization ranked the quality of the game considerably higher. The students of the two faculties show different attitudes. Students of the Faculty of Economics apply an economic view. They consider themselves as consumers, that is, they in exchange for the price they expect high quality entertainment. On the other hand, the students of the Faculty of Children Education and Special Pedagogy seem to be driven by social factors.

Family status and sports did not yield any significant differences across groups. Significant connection ways found between spectator and non-spectator groups of respondents in terms of shared program and buying tickets. Good atmosphere was ranked higher in the spectator group, while shared program was placed higher in the non-spectator group (Table 4).

Table 4. Assessment of the hypotheses resulted

Factors	Gender	Faculty	Family status	Sports	Fan	Passive sports consumer
Quality of the game	0,29	0,01*	0,73	0,81	0,13	0,44
Positive atmosphere in stadium	0,79	0,11	0,43	0,07	0,09	0,01*
Sense of success	0,07	0,00*	0,32	0,57	0,46	0,49
Entertainment, relaxation	0,02*	0,00*	0,44	0,74	0,41	0,65
Marketing	0,84	0,36	0,30	0,71	0,65	0,59
Belonging to a community	0,07	0,54	0,79	0,92	0,51	0,74
Shared program with family, friends	0,00*	0,00*	0,29	0,16	0,03*	0,01*
News appearing in media	0,13	0,88	0,06	0,75	0,41	0,59
Supplementary programs and services	0,70	0,99	0,91	0,56	0,96	0,83
Cheap and easy to buy tickets	0,77	0,15	0,66	0,14	0,04*	0,59

Source: Own database, 2018

Conclusions

Based on the results, it can be concluded that the according to participants in the questionnaire survey media have a significant influence on the interest in Hungarian football. (More than 60% of the respondents said that media plays a role in shaping consumer demand.) This means that the more badly the Hungarian football and the championship are portrayed, the less attractive they will appear to consumers, which is why the media have a great responsibility in this regard. On the biggest news sites there are typically negatively biased articles. These media reach a wide range of population. These articles tend to contain semi-truths or factual errors, their aim being to demystify sports and athletes, as formulated by Földesiné et al. (2010).

In Hungary decreasing or at best stagnating spectator numbers are typically explained as a result of the quality of sport performance. Our result did not refute this opinion as in our survey most respondents marked the quality of the game as the most influencing factor. At the same time, it has to be underlined that there was a significant difference between students of the Faculty of Economics and the Faculty of Children Education and Special Pedagogy on this factor. Students specializing in sport management considered this factor much more important.

Our results couldn’t prove that low spectator numbers are caused much more by social and cultural factors rather than the quality of the National Championship 1 matches. Social and cultural reasons refer to factors such as local patriotism, belonging to a community or loyalty to a team, which appear to be typically lost in Hungarian football after the regime change.Certainly, we do not contest the opinion that higher quality basic services would result in a rise in spectator numbers, however, we are convinced that the root problem could not be solved by it. Our view is supported by results of Kassay’s (2018) research according to which fans do not need high quality game and big results, but fun and more social experience. The evolution of the fan cannot be explained based on classical economic principles because emotional and cultural factors have a great impact on the process. Földesiné (1995) claims that it is the disappearance of these factors that makes it impossible to fill the stands of stadiums.

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Athors' contact details

Renátó Balogh, PhD student at Faculty of Economics and Business - Károly Ihrig Doctoral School of Management and Business, University of Debrecen in Debrecen. H-4032 Debrecen, Böszörményi út 138. Email: balogh.renato@econ.unideb.hu
Zoltán Bács, full Professor at Faculty of Economics and Business, Institute of Accounting and Finance, University of Debrecen in Debrecen. H-4032 Debrecen, Böszörményi út 138. Email: bacs.zoltan@econ.unideb.hu
Veronika Fenyves, Associate Professor at Faculty of Economics and Business, Institute of Accounting and Finance, University of Debrecen in Debrecen. H-4032 Debrecen, Böszörményi út 138. Email: fenyves.veronika@econ.unideb.hu
Anetta Müller, Associate Professor at Faculty of Economics and Business, Department of Sports Economics and Management, University of Debrecen in Debrecen. H-4032 Debrecen, Böszörményi út 138. Email: muller.anettavecon.unideb.hu
PaedDr. Dobay Beáta PhD. – adjunktus, Testnevelés Tanszék, Tanárképző Kar, Selye János Egyetem, Bratislavská cesta 3322, Komárno, SK-94501, dobay.beata@ujs.sk
Éva Bácsné Bába, Associate Professor at Faculty of Economics and Business, Department of Sports Economics and Management, University of Debrecen in Debrecen. H-4032 Debrecen, Böszörményi út 138. Email: bacsne.baba.eva@econ.unideb.hu

THE OPPORTUNITIES IN TOURISM FOR PEOPLE WITH REDUCED MOBILITY

Borbála Gondos

Abstract

In recent years people with disabilities, including people with reduced mobility, have played an increasingly important role in tourism. They are forced to struggle with plenty of challenges while traveling and its planning. In recent years steps have been taken towards accessibility, but in this respect Hungary is still lagging behind to other Western or Northern European countries. The increase in life expectancy of the population, and developments of motorization are also contributing to the increasing number of people with reduced mobility, so accessible tourism in itself and its development are becoming essential. In the light of the above, the study highlights the concepts and importance of accessibility, the actors of accessible tourism, including people with reduced mobility and their potential in tourism sector. Creating accessible environment is comfortable not only for people with reduced mobility but almost for everybody, thus it has a greater economic potential than one would think at first. In addition to foreign surveys, the study will also present an analysis of my research findings from 2018.

Key words

people with disabilities, people with reduced mobility, accessibility, accessible tourism, opportunities

JEL Classification: J14, L83, Z32

Introduction

Examining the role and opportunities of people with reduced mobility in tourism is an under researched area in Hungary, while more and more studies have been published abroad about their travelling habits. Research shows that people with disabilities love to travel, so creating accessible environment is becoming more and more important, and as it will be clear later on, more and more people can and would like to make use of it. Several studies have been conducted in the USA and Europe which highlight the importance of travelling for people with disabilities and their economic impact on revenues in tourism. The purpose of the study is to show the image of people with disabilities, including those with reduced mobility, and the potential of accessible tourism. In addition to the above, I will present my research findings from 2018.

Definition of people with disabilities

Definition of World Health Organization in 1980 [WHO (1980)] defines disability as *"an altered, reduced ability to perform certain activities of man: transportation, eating, drinking, washing, working, writing and so on."*[Kálmán-Könczei (2002, 81)]

In 1997, the WHO [WHO (2001)] made a new definition: *"disability is a comprehensive concept that includes disability, activity limitations and participation limitations, pointing to the individual and (social and personal) context."* [WHO (2001)]

The UN Convention on the Rights of People with disabilities, entered into force on 2nd May 2008, defines the following: *"A person with a disability is any person who has a long-standing physical, mental, mental or sensory impairment which may limit a person's full, effective and equal participation in society."* [A Fogyatékossággal élő személyek jogairól szóló egyezmény, Preambulum, 1. cikk]

Nowadays the following definition of people with disabilities exists in Hungary: *"Disabled person: any person who permanently experiences sensory, communication, physical, mental, psycho-social impairment or any accumulation thereof, which interferes with or hinders effective and equal participation in society in response to environmental, social and other significant barriers."* [1998. évi XXVI. tv. a fogyatékos személyek jogairól és az esélyegyenlőségük biztosáról]

Definition of people with reduced mobility

Within the group of people with disabilities, the definition of people with reduced mobility (target group of my research) is the following: *"permanent damage to the organs of the active (musculoskeletal) and passive (joints and skeletal) systems may lead to reduced ability to move and manipulate, and may result in disability"* [Kemény (2009, 36)]

Material and Methods

In the following, I will present the definitions, analyses and future trends of disabled people and people with reduced mobility, and introduce accessible tourism and its beneficiaries, as well as the main findings of foreign and domestic research on the subject.

Results and Debate

Number of people with disabilities in Hungary

According to the 2011 census, 490.578 people live with some kind of disability in Hungary, which is nearly 5% of the Hungarian population. According to estimates by experts based on international research, their number is over 1 million, as there are many people with long-term health problems (1.6 million). Nearly half of the people with disabilities have reduced mobility [KSH (2015)].

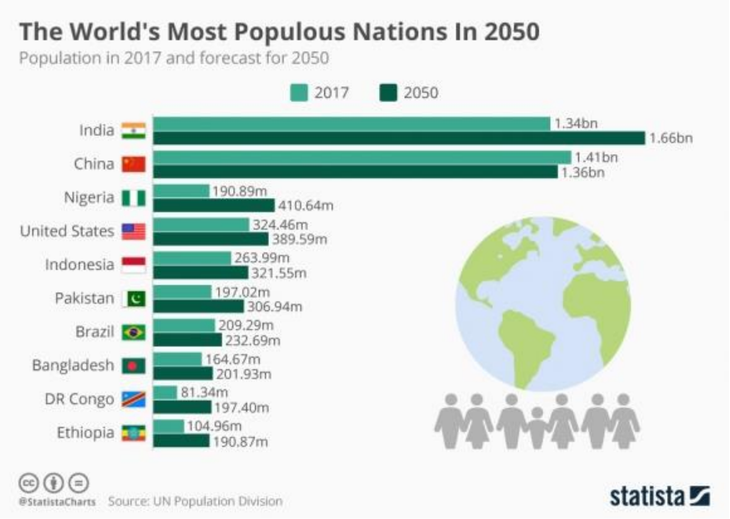
The Microcensus survey conducted in 2016 found that 408.000 people (4.3%) declared that they had some disability, which means that the number of people with disabilities dropped significantly between 2001 and 2016 (82,000 person). The decrease may be the result of the reorganization of the social welfare system, e.g. termination of disability pension, changed eligibility conditions of care system, condition improvement, advancement of medical procedures. The number of visually impaired, hearing impaired, intellectually disabled people and persons with severely impaired internal organs also decreased by 13-17% [KSH (2018)].

Number of people with disabilities - international outlook

Accessible tourism and its importance are outlined below, but it is important to clarify why it is worth investing into accessible tourism. It is shown in the following figures, as the number of elderly and disabled people is increasing.

The latest UN survey shows that there are currently nearly 7.6 billion people living on Earth and this number is growing (83 million per year), it will exceed 8 billion by 2030, and reach 9.8 billion by 2050. Over the next seven years, India's population is expected to exceed China, so India will be the most populous country, and half of the global population will live in 10 countries in 2050 [Turizmus online, Ezek lesznek a legnépesebb országok 2050-re, online, (2017)].

Figure 1. The World's most populous nations in 2050



Source: Statista, Turizmus online, Ezek lesznek a legnépesebb országok 2050-re, online, (2017)

There are 962 million people over the age of 60 in the world, which is 13 percent of the population, and this number is constantly expanding in the upcoming years [Turizmus online, Ezek lesznek a legnépesebb országok 2050-re, online, (2017)]. Worldwide, 1 billion people live with disabilities, 15% of the world's population [UNWTO, Messages of the World Committee on Tourism Ethics on Accessible Tourism, online, (n.y.)]. It is estimated that by 2030, 1.4 billion people will be over 60 years of age, by 2050 there will be 2 billion people over 60 years of age (20% of the population) [UNWTO, Messages of the World Committee on Tourism Ethics on Accessible Tourism, online, (n.y.)], and by 2100, it can reach 3.1 billion over 60 [Turizmus online, Ezek lesznek a legnépesebb országok 2050-re, online, (2017)].

According to the UN forecast, by 2025 14% of the population in the Asia-Pacific region will be over 60, and in Western Australia, half of the population over 60 will be disabled, and in Canada, 46% of those over 65 will be disabled [Asia - Pacific Economic Cooperation, Best practices in tourism accessibility for travellers with restricted physical ability, online, (2003)]. The average age of the European population will increase from 39 to 46 years in the next 40 years, the proportion of people over 60 will increase from 21% to 33%, while the proportion of those under 15 will fall from 23% to 19%, the proportion of 80-year-old and older people will increase by 300% by 2020 compared to 1960 in the European Union [Iván, (2000)].
Nearly 80 million people in the European Union live with disabilities, every sixth people [A fogyatékos személyek foglalkoztatását vizsgáló uniós munkaerő-piaci felmérés ad hoc moduljának (2002)].

With the aging population, this figure is expected to increase, as well as the rate of disability among people over 75, which is currently one third, of which 20% are severely constrained by their disabilities in everyday life [Munkaerő-felmérés, AHM és EU- SILC (2007)].

In the upcoming decades, there will be a significant increase in the number of the affected people, which will require even greater access to all areas for people with disabilities.

An important objective of the European Disability Strategy is to be fully inclusive of economic and social participation and to remove barrier in the following areas: accessibility, participation, equality, employment, education and training, social protection, health and external action [Európai fogyatékosságügyi stratégia 2010–2020: megújított elkötelezettség az akadálymentes Európa megvalósítása iránt, (2010)].

Because of the special infrastructure and accessibility conditions, this also poses a challenge to the tourism sector and may provide access for target groups with special needs.

The appearance of people with disabilities in tourism is becoming more common and service providers are beginning to recognize the potential of the segment. They do not travel alone, but together with at least one attendant, so it is also beneficial in terms of revenue. More and more hotels have accessible rooms, and it is possible for tourists with special needs to visit more and more attractions, thus enabling more people to join the trips [Gondos-Nárai (2019)].

Accessible tourism

The target group of accessible tourism is not only disabled persons, but all the people with temporary or permanent constraints. Let it be an age-related challenge, such as age-related reduced mobility, or the necessity of wearing strong dioptric glasses because of eye damage or even using a pram [Gondos-Nárai (2019)].

There are four basic elements in the requirements for accessible tourism: information, services, mobility and experience. Information is needed to plan and implement a vacation / trip. In case of services, people with disabilities should be recognized as an equal tourist target group, but individual assistance may be required depending on the degree of their disabilities. Mobility means accessible public spaces, infrastructure and public transport, as well as accessibility to touristic attractions. Experience in each destination means making use of touristic services, accessible hotel and gastronomic facilities, access to touristic and leisure facilities.

Open-mindedness, being familiar with special needs of guests, access to basic information, and to the entire touristic service chain are essential for accessible holidays.

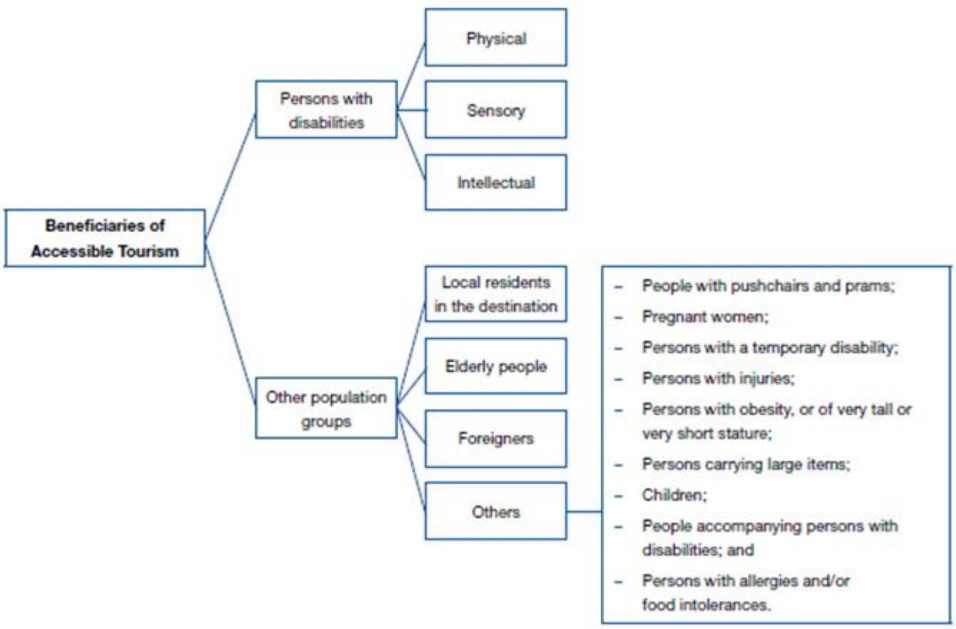
Before traveling, during preparation, the right information is more important for people with disabilities than for a non-disabled person, because one piece of incorrect information is enough to spoil the holiday, for example, they cannot enter the room due to the width of the door. Accurate information about accessibility, opening hours, should be available on the website of the tourism service provider, preferably in a separate menu item. Beyond information materials, the attitude and awareness of the staff is also important in order to provide correct answers.

Accessible transport facilities and related transport infrastructure, information points are important for reaching and staying in a destination. For those arriving by car or bus, it is necessary to set up accessible parking spaces. Accessibility, design, getting about and attitude and hospitality of staff are all important in case of accommodation and catering facilities.
It is necessary to have access to attractions and programs in order to spend quality time on one's holiday, especially for people with disabilities. Appropriate infrastructure, transport, attractions, services and leisure facilities and personalized services, such as special guided tours, are essential. In order to see an attraction or to participate in a program, it is necessary to have the right information and access to it; the preparedness of those working in tourism industry, and the attitude towards the segment all matter [Az „Akadálymentes turizmus mindenkinek" ökonómiai impulzusai, online, (n.y.)].

The beneficiaries of accessible tourism

A study of UNWTO made in 2016 [UNWTO, Manual on Accessible Tourism for All: Principles, Tools and Best Practices Module I: Accessible Tourism – Definition and Context, online, (2016)] also deals with the benefits of accessible tourism. In the research people with disabilities are dominant but not exclusive actors. In the chart "The beneficiaries of accessible tourism", a number of other groups are identified. Besides the elderly who seems to be evident, those with strollers, or those with temporary injuries, the diagram also shows people who are obese, short or tall, or people carrying large items. It also includes people with allergies and/or food intolerances, which group nowadays is an increasing proportion of the population (Figure no. 2).

Figure 2. The beneficiaries of accessible tourism



Source: UNWTO (2016): Manual on Accessible Tourism...page 36.

The figure no. 2. summarizes representatively why accessible design is important, whom it concerns, and who can benefit from it. It can also be seen that actually anyone can be considered a potential target market, thus the revenue of a given country can grow by segments.

International researches

As one can see from the research based on the USA and European markets, the segment of people with disabilities is a huge market, they have a purchasing power and willingness to travel as well, it is worth focusing on them, not only now, but also in the future. In addition to financial factors, attitudes are also important when serving people with reduced mobility, which aspect is necessary to be recognized and taken into consideration by the representatives of tourism sector.

Some research has been carried out in the United States to survey how many people with disabilities travel, what their typical travelling habits are, and what the economic impact of their travelling is. It is worth highlighting the surveys of Open Doors Organization (ODO) made in 2002, 2005 and 2015, as they are detailed and contain a lot of information. Based on the results of the survey it can be concluded that in general, the results of the 2015 research show that over 26 million people with disabilities traveled, making 73 million trips at that time. 17.3 billion dollars a year were spent ($ 13.6 billion in 2002), they travelled with one or more adults generating $ 34.6 billion in revenue. 72% of them met a difficulty when travelling by airplane, 65% had problems at the airport (in 2005, these rates were 84% and 82% showing a decrease in the percentage of complaints). The number of complaints in hotels and restaurants has also decreased [Open Doors Organization, Disability Travel Generates $17.3 Billion In Annual Spending, online, (2015)].

31% of people with disabilities travelled by plane, spent an average $ 500 per person on one trip. 62% of people with disabilities booked online (51% in 2005), 31% called the airlines and hotels for reservations, 10% booked through a travel agent (16% in 2005), 58% used the Internet for information, 48% relied on their previous experiences, 38% on family and friends' opinions (brand loyalty and oral information are very important to them). 58% use mobile phones, 32% use hotel applications, 27% use airport and airline sites, many use airport or airline apps, mobile boarding passes, transport apps.

They mainly travel in their own cars (79%), 43% by plane. 11 million passengers were registered in 2015, with 23 million trips, resulting in $ 9 billion in revenue ($ 5.8 billion in 2005). 26% rented a car, 12% travelled by bus or train, 10% chose package holidays. 10% travelled by boat, which means 4 million travelers, 7 million trips and $ 11 billion in revenue (ticket price), plus they spend $ 1.5 billion on their trips. 76% stayed in hotels and spent $ 100 a day. At the same time, 46% of them encountered some obstacle when using their accommodation (e.g. inadequate location of rooms inside the hotels, doors hard to open, poor showering facilities), which was 60% in 2005. 28% of the people with disabilities travelled outside the USA, the Caribbean, Europe (Germany, England and France), Central or South America and Canada [Open Doors Organization, Marketing Outlook Forum 2015—Open Doors Organization (ODO) Forecast, New ODO Market Study Finds Positive Trends in Accessible Travel, online, (2015)].

In 2015 another study was conducted in the USA, where Brettapproved Inc. interviewed 1,200 US disabled travelers who said that they were willing to spend more on a hotel room (not price sensitive) if they were sure they would book the accessible room. The hotels will keep these rooms available to them, they will be provided with information at check-in and will also receive information on accessibility (e.g. equipment).

They prefer internet access in the room, which they are willing to pay for, even if they can use it for free in the public area. They use hotel services such as restaurants, spas, shops. They are loyal guests, because once they have had a good time and received the service they were expecting, they will return to the same accommodation, no more experimentation needed, even if another option comes up cheaper, providing the same conditions. Research has also shown that while in many cases they have to suffer some kind of injustices during their travelling, they complain less often than their non-disabled counterparts [Brettapproved®,Inc. Report on Disabled Traveler Market – 2015, online, (2015)].

In some research made in 2015, [European Commission, Economic impact and travel patterns of accessible tourism in Europe Final report - Study, online (2015)] the travelling habits of people with disabilities and their economic impact were studied in Europe, which revealed the following.

Visitors from developed countries like to travel to the European Union more than visitors from the BRICS countries. In 2012, 17.6 million trips were made by people in need of assistance to the EU, out of which 7.2 million were by disabled people and 10.4 million by senior citizens. USA, Switzerland, Russia are the main countries of dispatch. A forecast says that by 2020 862 million journeys per year will be made within the EU and the incoming market will generate 21 million journeys.

In the survey, 66 tourist sites and brochures from 12 tourist agencies were analyzed to see if they had accessible information. This was true for 70%. However, none of the offices used their accessibility for marketing purposes, and they had no special brochure for the segment at all.

There was an online survey as well,: 12 EU countries, 4 entry markets, 2 focus groups (over the age of 65) were conducted. It has been shown that little information is available before travelling, which can be the biggest barrier to traveling for people with disabilities, and there may be problems with low cost airlines.

Disabled people and seniors spend an average of € 80 a day in Europe, if they travel for several days, they spend € 700 per trip in their own country and € 1100 in another EU country. This segment contributed € 352 billion to the EU economy in 2012-2013, which is € 786 billion for the EU economy considering direct and indirect effects. Those arriving from the 11 entry markets spend an average of € 1,000 on a journey and are accompanied by an average of 1.9 people. China, USA and Brazil are the largest disabled entry markets with 31, 32, 32 million people. Most seniors live in France, Germany, Italy and the United Kingdom, so these countries are the largest markets who send disabled people to Europe. China and India will be a potential market dispatching seniors in the future (this is also supported by the statistics presented earlier). Malta stands out with an increase of 3.1% per year (people with access needs), the Netherlands are heading to the top in the senior market. France, Germany, Italy and the United Kingdom are the largest markets of dispatching people with disabilities in Europe.

For the European Union, the BRICS countries and the USA are the most important international entry markets for people with disabilities [European Commission, Economic impact and travel patterns of accessible tourism in Europe Final report - Study, online (2015)].

Research in Hungary

In Hungary a survey has been conducted about the travelling habits of people with disabilities as well, and if I am not mistaken, this is the only major relevant survey so far, which I will present below.

The Motivation Foundation and Revita Foundation conducted a survey in 2009 on the travelling habits of people with disabilities, which revealed that this segment does not travel mostly out of fear of disappointment. The more active and affluent people with disabilities in Western Europe would come and inquire about Hungary, but they do not have reliable information about the circumstances, so they are afraid to travel to our country [Turizmus.com, Fogyatékos fogadókészség, online, (2010)]. The joint study by the Motivation Foundation and Revita Foundation entitled "Touristic habits and needs of disabled people" was commissioned by the Ministry of Social Affairs and Labor. People with disabilities have different opportunities, habits and needs compared to their non-disabled counterparts. At the time of the present study, no data were available to support this claim. The survey was conducted via questionnaire (quota sampling) and focus group discussion. The target group was people with reduced mobility, with visual hearing and mental impairment, and 1000 persons of active age (15-64) were interviewed in person. The research was not representative, because the subjects were in a highly favorable position in terms of their education and economic activity

Nearly half of people with reduced mobility have travelled abroad, mainly within Europe, mainly for one-day trips. Inland, three quarters of the respondents have travelled once, half of the respondents more times a year, typically for a one-day visit. Most people are interested in Lake Balaton, but there is no consistent answer to which tourist region stands out in their reception. In addition to their disabilities, visiting relatives and friends and their financial situation play a decisive role in choosing from tourism programs. In case of travelling abroad and inland, waterfront holidays are the main motivational force. Domestically, visiting relatives and friends, while abroad, visiting cities is prevalent. They always devote time to sightseeing, passive relaxation and excursions (viewing natural and cultural values). Primarily, they travel with their friends and they want to continue this practice in the future. In Hungary they stay mainly with their relatives and friends, and also in hotels, pensions, apartments, while abroad they stay in hotels. The most important means of transport in Hungary is their own cars and public transport, while abroad their own cars and rented buses. The main sources of information in case of major domestic trips are the opinions of relatives and friends; in case of foreign trips it is the Internet and brochures in addition to the opinions of peers and organizations. They cannot take part in active recreation, such as visiting the beach, hiking, sightseeing (activities neglected due to disabilities, which contradicts the statement above that they always spend time sightseeing). The condition of the specific respondent was the key factor to the choice of accommodation. To a lesser extent abroad, and more so inland, the respondents had some problems with their accommodation in terms of accessibility (the same applies to their means of transport). For accessibility they need ramps, handrails, railings, shower chairs, walking sticks, as well as self-driving / electric wheelchairs, accessible faucets, support service. Two thirds of the respondents have planned trips for the upcoming years, especially domestic trips, ideally for 5 to 10 days, but one-day trips remain to be their favorite Revita Foundation –Motivation Foundation (2009).

Based on the research above, in 2018 I conducted a questionnaire survey on the demand and supply side and conducted interviews with the leaders of the organizations, associations and federations involved in the topic. On tourism supply side, the respondents were hotels and restaurants of the Hungarian Hotel and Restaurant Association (57 responses were received), while on tourism demand side primarily members of the National Federation of Disabled Person's Associations (138 replies were received). Based on the number of responses, the research cannot be considered representative. In addition to conducting questionnaires and interviews, in 2017 and 2019 I traveled for three days with people in wheelchairs, and took part in a site tour in Kaposvár as the number one accessible destination in 2013.

The research methods above have highlighted the preparedness and attitude of the supply side, the travelling habits and needs of the demand side, as well as the opinions of the related associations and organizations.

Results

The survey of tourism service providers was conducted from 26th April to 15th June 2018, while people with reduced mobility were surveyed from 1st October to 5th November 5 2018.

In the questionnaire for supply side, I asked questions about eight topics, such as specific hotels / restaurants, accessibility, accessibility for guests with reduced mobility, services for guests with reduced mobility, good examples (inland and abroad), preparedness and attitude, quality of life, hotel / restaurant statistics.

In the questionnaire for demand side, I asked basic information about themselves (demographics data), opinions about accessibility, travelling habits, preparedness and attitude of touristic providers, good examples and quality of life.

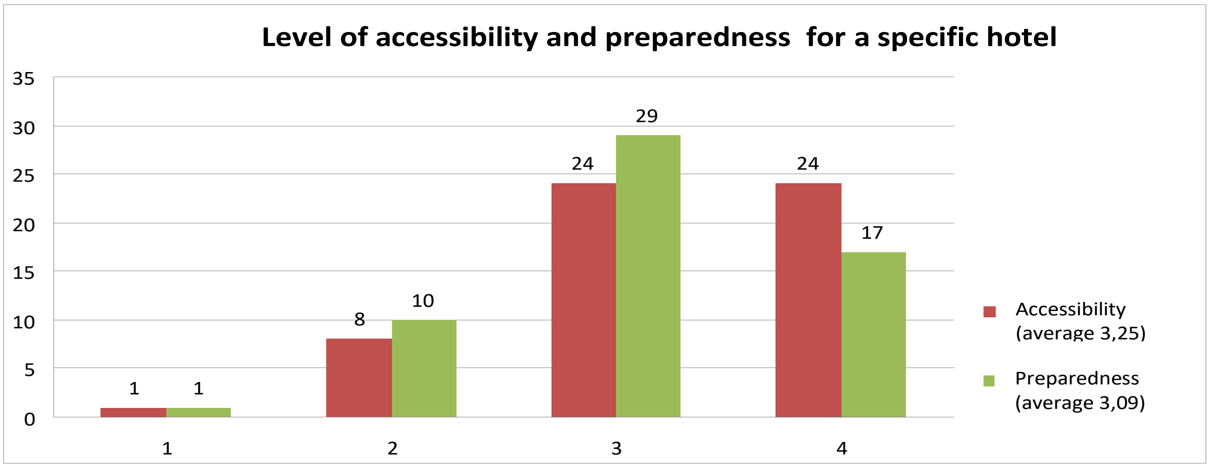
When creating questionnaires for the demand and supply side, I tried to include similar and / or the same topics / questions so that the results could be compared in terms of what the supply side could provide, how they assess their situation, and how the disabled segment could use the services and how the tourist service providers are assessed. The comparisons help to reveal the capabilities, expectations and needs of the two segments, which also contribute to recommendations for improvement.

I made comparisons based on the topics of the questionnaires, such as accessibility, travelling habits, serving people with reduced mobility, good examples. For the purposes of the study, I compared accessibility and travelling habit issues in terms of supply and demand side.

One of my hypotheses was that tourism services for people with reduced mobility are difficult to access in Hungary because service providers are basically not ready for their reception. According to the respondents, there are few service providers and attractions that can fully satisfy the needs of people with reduced mobility.

As for the statement „Most service providers strive to meet only the minimum requirements of accessibility", the accommodation side rated at an average of 3.14, and people with reduced mobility rated at an average of 3.18. The service providers rated themselves 3.25 on average for accessibility and 3.09 for their preparedness.

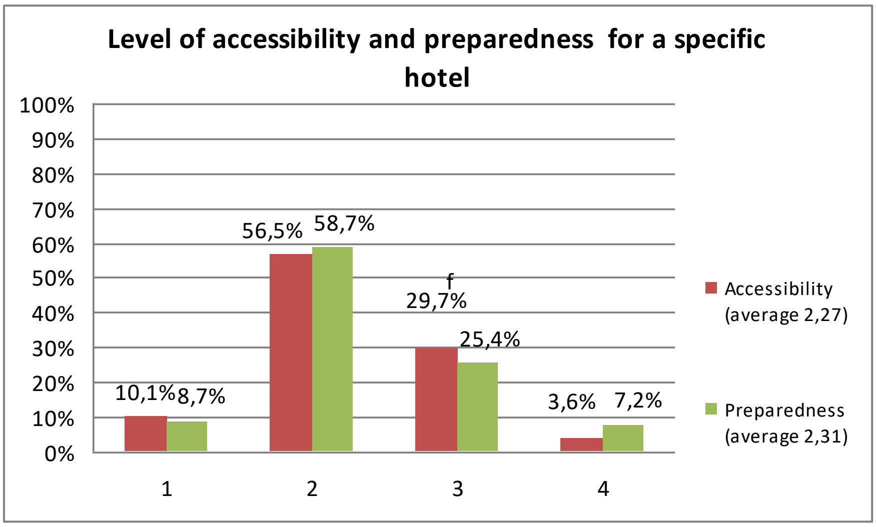
Figure 3. Level of accessibility and preparedness for a specific hotel



Source: own editing

People with reduced mobility deem the accessibility of service providers an average of 2.27 and their preparedness an average of 2.31, which is not satisfactory, so the demand side, in this case people with reduced mobility have a poorer opinion.

Figure 4. Level of accessibility and preparedness for a specific hotel



Source: own editing

The supply side probably can see the deficiencies less of a problem than someone who is unable to get into a restaurant, café or access an attraction and is more stressed about it than the employees who of course are willing to help as much as they can. From the results, it is clear that there is still a lot to do in the tourism sector to push these averages higher.

Questions related to serving the disabled segment, the accommodation side rated their meeting the disabled guests' requirements at an average 3.11 and their attitudes at an average of 3.67, while those with disabilities rated their service level (average 2.59) and their attitude (average 2.85) also much lower. The results of the supply and demand questionnaires show that accommodation side rated itself better than those with reduced mobility in terms of accessibility and preparedness. The answers from the interviews also revealed that our country is not prepared to receive people with reduced mobility. It will take years and decades for us to catch up with the attitudes and standards of the Western and Northern European countries. Based on the answers of the research, my hypothesis has been proved.

In case of accessibility for hotels, it is important to have people with reduced mobility, but nearly half of those having completed the questionnaire do not want to develop their services for this segment to benefit from due to the style and design of their buildings and the limited number of disabled guests. On the demand side, there is also a perception that service providers consider disabled guests important and there is a need to travel. If they think accessibility is not important to specific service providers, it is most likely because few people with reduced mobility decide to travel, it would cost a lot of money to invest and therefore it is not important to them, so they see accessibility and its importance differently.

Regarding the question what measures are needed to make everything accessible, the answers are the same on both sides: money, a change of attitude, tendering options (e.g. support for tourism businesses who are open to the issue), legal requirements, regulations, training, competent accessible design and implementation, communication with stakeholders.

From accommodation side intentions, social attitudes and involvement, infrastructure development (e.g. pavements, public institutions, shops, access to entertainment facilities) have been mentioned, people with reduced mobility mentioned monitoring legislation and sanctions, sensitization, education, mental accessibility. It can be seen that both sides have similar views on this issue, but for people with reduced mobility the human aspect of accessibility is more prominent than just physical accessibility. The biggest consensus on the two sides is about the statement of minimum compliance with the law, there is no significant difference and it produced almost the same average value, or the absence of disabled people travelling may be caused by the lack of appropriate service providers, according to both sides.

The biggest difference in favor of accommodation is the need for special training in the tourism sector, where disabled people consider it less important than accommodation providers. Persons with reduced mobility do not think equal opportunities are provided in the tourism sector, and service providers are unlikely to feel the special conditions required for travelling in this segment, although seniors, families with a stroller also need the same infrastructure.

Respondents were able to comment on their experiences with specific accommodation, so no general conclusions can be drawn from the views of people with reduced mobility. Regarding the question “Who do people with disabilities travel with?”, the answers on both sides are very similar, firstly with family, followed by friends and acquaintances (assistant, which is insignificant for people with disabilities). Associations / organizations are also important in addition to traveling with peers .

In terms of means of travelling, the first place is taken by passenger cars, the second is airplanes for accommodation side, the second is buses for people with reduced mobility, and the third is trains. Regarding the average length of stay the answers were the same, and they usually stay 1-3 nights during their trips.

In terms of spending money, there is a significant difference in the opinions of the two sides, as accommodation side shows that there is no difference in spending for non-disabled guests and those with reduced mobility, which means between 10.001-15.000 HUF and 15.001-20.000 HUF. The answers from people with reduced mobility show that they spend less per day, which is mostly between 0-5.000 HUF or between 5001-10.000 HUF and above 25.000 HUF. The reason for the low level of spending may be that many people with disabilities stay away from their permanent residences only for a few hours and do not use accommodation, so they do not appear in the accommodation sector.

About half of the accommodation side have regular disabled guests who want to return mainly because of staff attitude and services. Most people with disabilities were able to name the location / service provider where they would like to return to, the reasons being accessibility, location of the service providers, staff attitude and services, and the equipment of the locations. It shows that staff attitude is important and decisive on both sides.

The statement „Most people with reduced mobility do not travel because there are few service providers that can adequately satisfy their special needs" accommodation side rated at an average of 2.81 and those with disabilities rated at an average of 2.93.

As a conclusion it can be established that the opinions on the supply and demand side were not completely different because they were in total agreement on several issues, while in case of other issues there were overlaps / similarities. Significant differences in opinion occurred in case of accessibility and preparedness, spending habits of people with reduced mobility, serving and dealing with them, and encountering obstacles while serving them. In my opinion, with proper attention, attitude, improvements and money the conditions could be improved, and as a result, the opinions of people with reduced mobility.

Conclusion

The study presented definitions of disability, reduced mobility and accessibility, relevant statistical data, forecasts, the importance of accessible tourism and accessibility, domestic and foreign research. Complementing the former, I analyzed my own research findings, focusing on accessibility and travelling habits.

It is clear that people with disabilities, especially those with reduced mobility like travelling, as long as the appropriate infrastructure is available or its lack is often compensated by staff attitude and helpfulness. From an economic point of view, it should be noted that they usually travel with a companion, or even willing to spend more on a trip, so one can talk about a solvent segment (even more so if the senior generation is included). Consequently, accessibility is important. It looks like a special area, but in reality it is not. Although the implementation of accessibility in the segments of transport or tourism is indispensable for the involvement of disabled people, the study clearly shows that it affects a much larger segment and ultimately offers comfort for the whole society.

Accessible tourism is important to everyone, and it is in the interest of tourism service providers to win a market that is much larger than one would think first. The research made in 2018 also revealed that the demand side deemed the accessibility and preparedness of tourism service providers in Hungary worse than the surveyed accommodation providers, so there are still challenges for the tourism sector.

Mental accessibility mentioned in questionnaires and interviews plays an important role in developing attitudes towards services that can be used more widely, which is also reflected in the performance of economic indicators.

Forecasts show that people with reduced mobility will be a growing market, and tourism providers will have an increasing role in making their services accessible to disabled people, seniors, and anyone for whom accessible infrastructure is the key to taking part in tourism.

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Authors' contact details

Borbála Gondos, Deputy Head of Tourism Department, Tourism Department, Edutus University, 11-13 Villányi road Budapest, Hungary, 1114, E-mail: gondos.borbala@edutus.hu PhD candidate, Doctoral School of Regional- and Economic Sciences, Széchenyi István University, Hungary

EXAMINATION OF THE LEISURE TIME-RELATED CONSUMPTION HABITS OF

YOUNG PEOPLE WITH DISABILITIES WITH SPECIAL EMPHASIS ON SPORTS

Nóra Laoues-Czimbalmos –Beáta Dobay - Anetta Müller

Abstract
Studies on the leisure and sporting habits of people with disabilities do not constitute such an exhaustive system as the research dealing with the sporting activities of non-disabled people. Thus, surveying the leisure and fitness habits defining the quality of life of people with disabilities can be considered as a niche research area both in Hungary and internationally. The significance of this issue is confirmed by the fact that according to a UN survey, 650 million people live with some kind of disability, of which more than 50 million people live in Europe and nearly half a million in Hungary, which is 5% of the population (HCSO, 2014).
Studies that examine the supply elements of sports, leisure and tourism services and their qualitative aspects (Müller-Könyves 2006, Michalkó et al. 2011, Bíró-Müller 2017, Kovács 2017, Bartha et al. 2018, Bácsné et al. 2018, Boda et al., 2018, Boda et al., 2015) mostly analyse services or consumer needs that refer to non-disabled consumers as a target group.
Various research activities have been launched to analyse the supply of leisure, health, wellness or sporting activities intended for people with various illnesses (Müller et al. 2018) or disabilities (Hidvégi et al. 2018, Tatár 2018 b).
The research examines the leisure/sports consumption habits of the 8-18 year age group, and presents the results of a pilot research. Adaptation and findings of the questionnaire survey conducted amongst the Hungarian disabled population to a sample consisting of children are presented. Such a survey has not yet been conducted in Hungary amongst children with disabilities. In the scope of the questionnaire survey, sporting habits, the supply of sports for disabled people and the satisfaction of this target group was measured. We sought to identify the most common leisure activities of primary and secondary school students with disabilities, and their distribution in terms of gender. What characterizes their attitude related to leisure time and their sports motivation? What characterizes their sporting habits and sports consumption? The data was processed by means of the SPSS software; in addition to basic statistics, Chi2 test is applied to analyse correlations.
Passive leisure activities are dominant amongst young people with disabilities, similarly to the case of non-disabled young people. From amongst the leisure activities of the interviewed students with disabilities, listening to music (71.6%) and watching TV (52.8%) are the most frequent activities. In the case of girls, listening to music was more prevalent, while in the case of watching TV no significant differences were detected between the two genders. However, watching sports-related channels is more common for boys than girls ($p < 0.05$). In addition to physical education classes, 58.9% of the responding students are engaged in certain kinds of sport activities, the location of which are mostly "school sports clubs" (28.3%) or "school sports associations" (13.4%).
The most important aspects in the sports motivation of disabled students are health (23%), appearance (19.1%), recreation, leisure (18.7%), and encouragement from friends and acquaintances (15.6%). Thus, these messages should be included in the promotion of the sporting activities organized for them.
As a reason for remaining distant from sports, "I do not know the possibilities" (29.9%) and "I do not have help getting there" (16.4%) dominated. The results also confirm that mapping, and organization of leisure time options offered to disabled students and their transfer to the target

groups are important in the future. As a location for leisure and sports programs intended for disabled children, school is the most practical choice.

Key words
persons with disabilities, leisure consumption, sports habits.

JEL Classification: Z2

Introduction

In the field of marketing, the study of consumer habits is a very important research area (Shilbury et al. 2003, Wedel-Kamakura 2012).

The goal of consumer segmentation validating the scientific aspect of marketing is the typing of consumer groups that can be used for market research purposes (GFK-TÁRKI 2008, Hunyadi 2005). There are also numerous studies dealing with the consumption of sports (Dwyer et al. 2011, Pons et al. 2006, Robinson-Trail 2005, Fenyves et. al. 2019). We place the sporting habits and motivation of disabled people at the center of our study.

Literature review

Research involving various topics related to persons with disabilities and people with reduced capacity to work gained impetus after the 1990s (Könczei 1990, Csányi et al. 1990, Radványi 2006, Rogers 2007, Némethné 2009, Móré-Mező 2016, Balázs-Földi-Dajnoki 2016, Tatár et al. 2018, Laki 2018, Kovács - Great 2016, Semsei-Kovács 2016, Laoues-Müller 2018). Leisure activities are particularly important for people with disabilities, as they contribute to the improvement of their quality of life and overall condition (Dorogi 2005, Hidvégi-Honfi 2008). Studies on the leisure and sporting habits of people with disabilities do not constitute such a comprehensive system as the research dealing with the sporting activities of non-disabled people.

Sport plays an important role in recreational activities in the case of people with disabilities, as it is an active way of spending leisure time, which satisfies their mobility needs. Domestic (Osváth 2004, Sáringerné 2014, Oktay et. al. 2015, Gombás 2016) and international research (Block et al. 2013, Shapiro- Martin 2016, Bota et al. 2014,) on the sporting activities of people with disabilities contribute to a better understanding of the sports motivation of people with disabilities, which can help the improvement of the leisure activities offered to them. There are also numerous research publications suggesting that people with disabilities have more limited opportunities to utilize the offered recreational, sporting and tourism items (Tregaskis 2003, Shaw-Coles 2004, Végh 2004, Madarász-Máté 2017).

In Hungary, Sáringerné (2014) conducted a large-scale representative survey involving the adult population with disabilities, which examined their sports habits and motivation. The survey found that these people are mostly engaged in sports activities on a regular basis because of competition, development of their skills, social integration, fitness improvement, making contacts; these factors motivate them to perform regular sports activities. Reasons for being absent from sports were primarily the lack of time and the high costs, which is similar to the research conducted with the sample of non-disabled young people (Kovács 2016). Among the factors that prevent regular engagement in sports, the lack of professionals and motivation also appeared.

Gombás (2016) conducted a sports consumption survey on visually impaired adults (N = 140) living in Budapest. It was found that in most cases adults who became sports consumers, had sports integrated in their lifestyle already in their childhood, as part of their leisure activities. That is, the correlation between early sports socialization and adult sports consumption was confirmed. Thus, this research also confirmed that early sports consumption is an important factor in the establishment of adult sports habits not only for non-disabled people (Bollók et. al. 2011, Herpainé et. al. 2017, Bendíková-Dobay 2017), but also for the ones with disabilities.

Material and method

In the scope of the research, recreational consumption habits, sports consumption habits and sports motivation factors of the age group between 8 to 18 years were examined. The study was carried out in the three counties of the North Great Plain Region (Hajdú-Bihar, Jász-Nagykun-Szolnok and Szabolcs-Szatmár-Bereg), among students involved in special education and integrated education. In the scope of the survey, online questionnaire method was applied. 295 students were included in the sample, of which 283 filled in the questionnaires appropriately enough for analysis. Data collection took place in the school year of 2017/2018. The questionnaires were filled anonymously; participation in data collection was voluntary. The questionnaire started with a short orientation, which clearly demonstrated that the data is required for the completion of the research work. Respondents completed the questionnaires with the help and guidance of interviewers (teachers). Therefore, in addition to the questionnaires, a detailed teacher guide was also included, with regard to data collection and its pace. After processing the data, the results were analysed by means of the SPSS statistical software. In addition to the basic statistics, Chi2 test was applied to examine correlations.

The aim of the research was to examine what sport means for young people with disabilities, whether physical activity is present in their lives beyond mandatory physical education classes, and what their sports habits and sports consumption characteristics are. The objective was to examine the attitudes of disabled children towards sports, and their sports motivational background. Additional goal is to map out the causes of not being engaged in sports, also to conduct a gender analysis, to confirm if there is a significant difference in terms of the gender of respondents. The research also seeks to reveal how the findings correlate with the analytical results of recreational consumption habits of non-disabled people.

The research seeks answers to the following:

- What are the attitudes towards spending leisure time?
- What are the tendencies of the sporting habits and sports consumption of respondents with disabilities?
- Do respondents carry out sporting activities apart from the physical education classes in school?
- What are the attitudes towards sports?
- Are there any differences between genders in terms of sporting habits, sports consumption, and attitudes towards sports?
- What motivates children with disabilities to do be engaged in sports?
- What are the main causes of not being engaged in any sports?

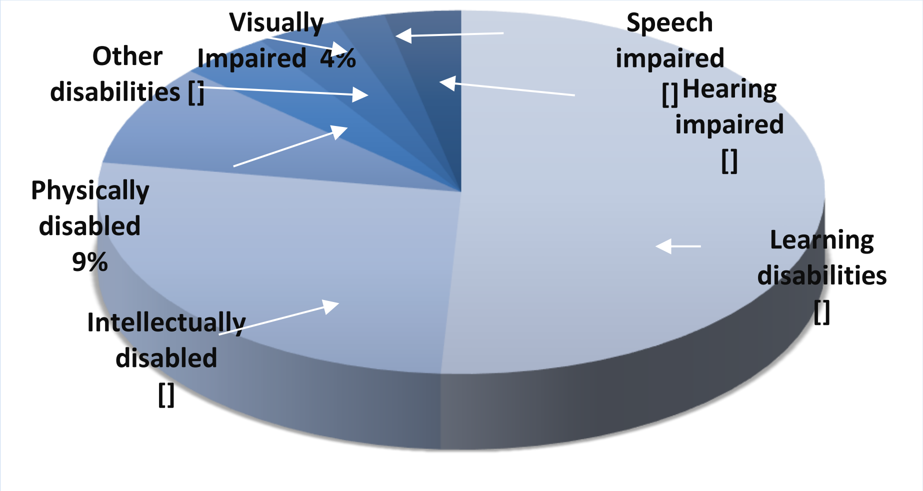
Results

Introduction of the sample, demographic characteristics

In the scope of the research, surveying demographic data sought to reveal which type of disability the respondents of the 8-18 years age group belong. The highest proportion (50.9%) among the surveyed students can be classified in the category of learning disabilities with mild mental retardation, with IQ levels ranging from 50/55 to 70.

26.7% of the respondents are in the category of mentally handicapped, namely moderate mental retardation, with IQ levels between 35/40 and 50/55. The proportion of respondents in terms of other disabilities was as follows: Physically handicapped 9%, other psychiatric dysfunction 4.1%, visually impaired 3.7%, hearing impaired 3.4% and speech impaired 2.2%. There were no respondents belonging to the disability type of autism. The disability-specific distribution of respondents is shown in Figure 1.

Figure 1: Distribution of respondents by disability type

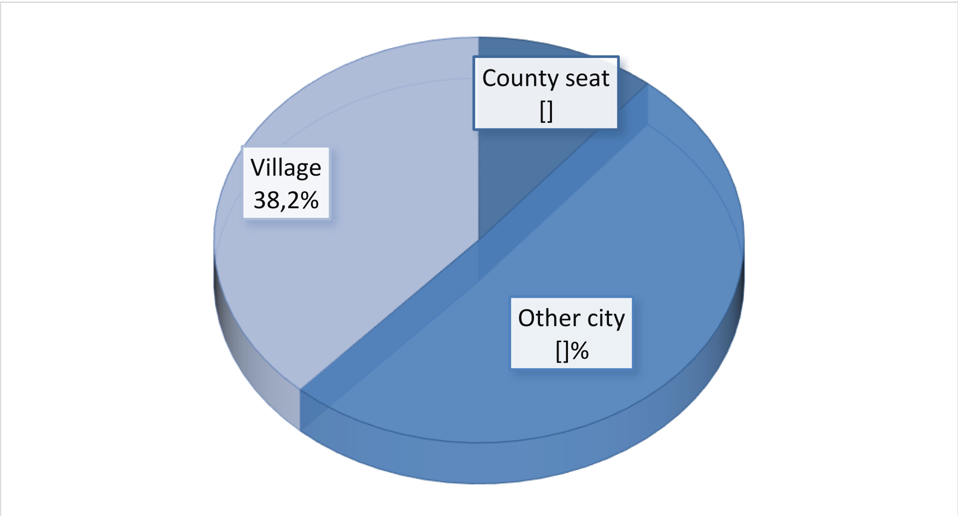


Source: Authors' editing

Distribution of the sample by settlement type

The majority of respondents live in cities (50,9%), 38.2% live in county seats, 11% live in villages. Distribution of the sample by settlement type is shown in Figure 2.

Figure 2: Distribution of respondents by settlement type



Source: Authors' editing

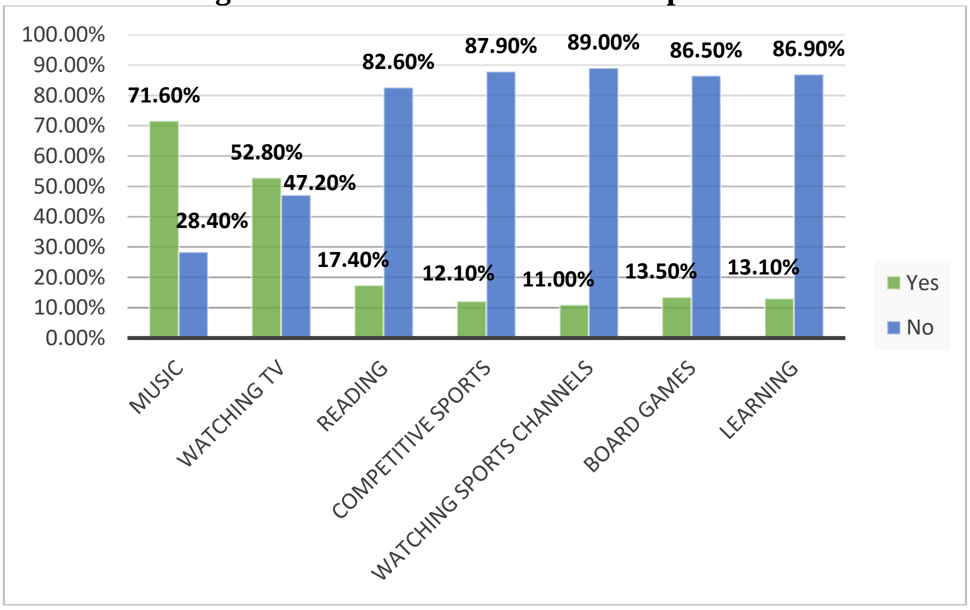
Habits of spending leisure time

In terms of the leisure activities of the responding students, listening to music is the most frequent activity (71.6%) (Figure 3). In the sample (n=283) there is a significant difference ($Ch^2 = 20{,}666$, df = 1, p = 0.000), 84.7% of the girls have indicated listening to music as a leisure activity, while only 60.3% of boys marked it as a recreation activity. In addition to listening to music, watching TV was also identified as an important intellectual leisure activity, marked by 52.8% of the respondents. In the case of watching television, there were no significant differences in the responses of the two genders, so this is only tendentious (girls 49.6%, boys 55.6%). In terms of the TV watching habits of respondents, it was revealed that there was a significant difference between the genders in the case of watching the sports channel. Consumption of sports channels is more characteristic for boys (17.9%) than for girls (3.1%). There is a difference in terms of the reading activity of young people (Ch2 = 14,871, df = 1, p = 0.000) by gender. Girls spend more leisure time with reading (26.7%) than boys (9.3%).

The gender-based comparison confirmed the tendency that the preference of listening to music and reading appears more dominant in the leisure time consumption of girls. In terms of watching TV, popularity of the sports channel is greater than in the case of girls. Examination of the surveys conducted amongst non-disabled respondents, in many cases similar results can be found in terms of leisure consumption; numerous Hungarian research efforts confirm that young people prefer to spend their leisure time with passive activities (Müller et al. 2011, Bocsi-Kovács 2018).

The least-favoured activities in the leisure time of young people were learning (13.1%) and board games (13.5%), as well as competitive sports. In the above cases there were no statistically verifiable differences in the responses of the two genders (see Figure 3).

Figure 3: Leisure time habits of respondents

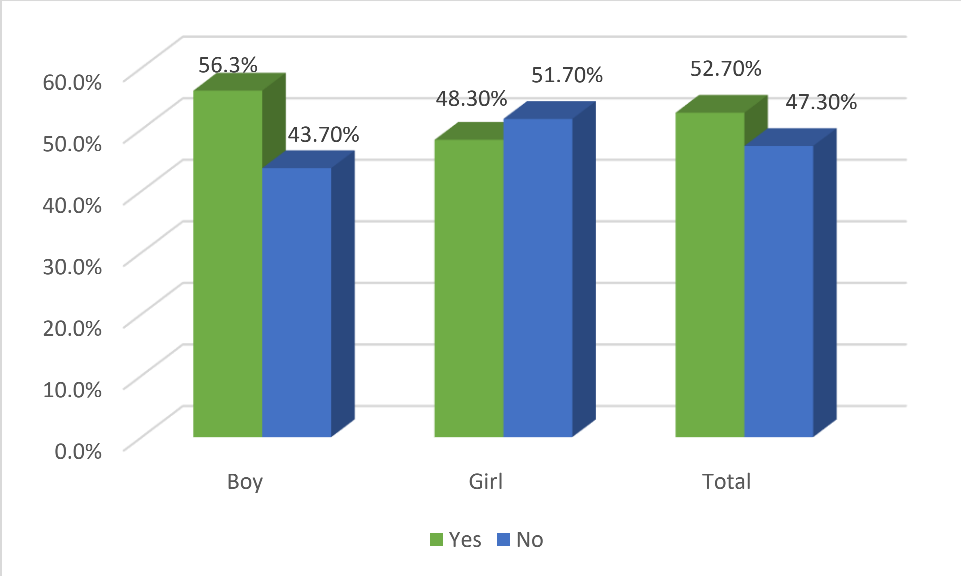


Source: Authors' editing

Characteristics of doing sports beyond the physical education classes

Proportion of respondents doing sports beyond physical education classes is the following: the proportion of boys of is 56.3%, while the ratio of girls who are involved in such sporting activities is lower, 48.3% (Figure 4).

Figure 4: Proportion of respondents in terms of doing sports beyond physical education classes, distributed by genders

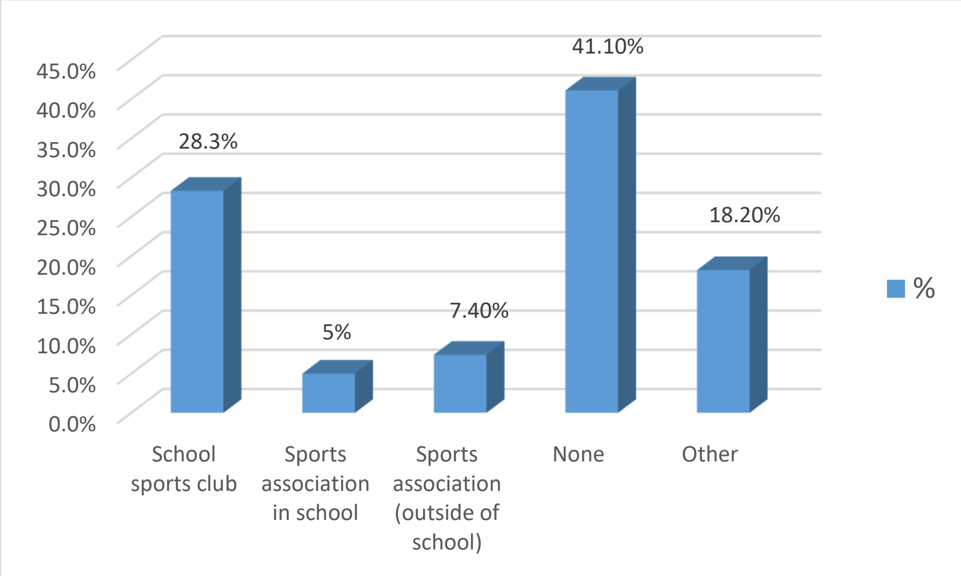


Source: Authors' editing

Locations of sports activities carried out beyond physical education classes

In addition to physical education classes, 58.9% of the responding students are engaged in certain kinds of sport activities, the location of which are mostly "school sports clubs" (28.3%) or "school sports associations" (13.4%). Many of the respondents are doing sports in a school sports club or in a sports association within the school; these options involve 33.3% of the respondents. Outside physical education lessons, students prefer sporting activities that are organized by the school (Figure 5). There may be various reasons for this, for example it is more comfortable for parents if the children do sports at the school, while children feel more secure in their usual environment, they have their friends around them and they are attached to their usual teachers. The same is the case if the supply of sports facilities is attractive to them, and the sports infrastructure of the institution is adequate. Another reason might be if the financial situation of parents does not allow them to bring the children to paid activities, to finance the additional travelling /transportation expenses. 41.1% of students do not engage in "any" sporting activities outside their physical education class. This result can be attributed to poorly stimulating environment or the low educational level of parents, which is usually accompanied by low discretionary income.

Figure 5: Locations of sports activities carried out beyond physical education classes

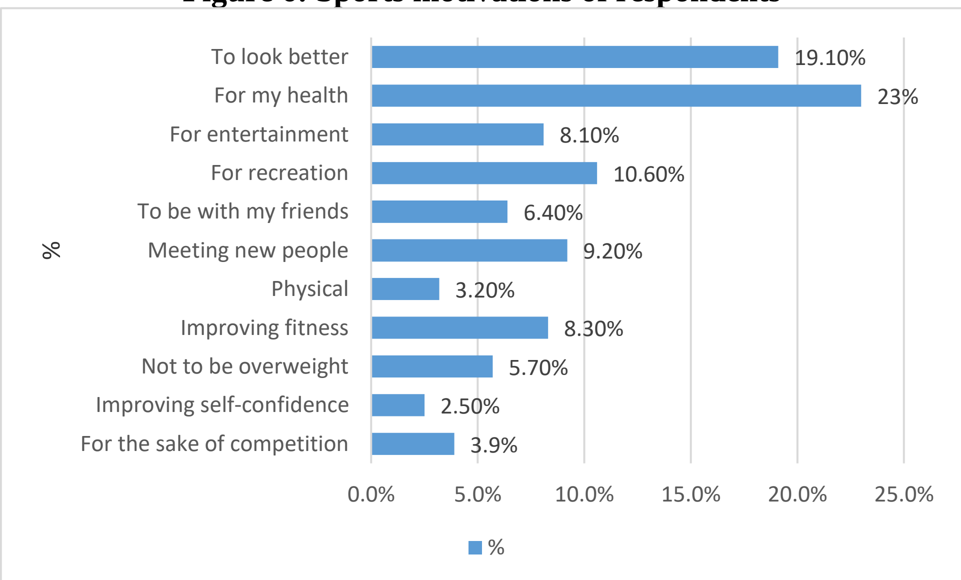


Source: Authors' editing

Sports motivations

As for various sports motivation factors, it can be established that they were similar in terms of the gender of respondents (Figure 6). The most important aspects in the sports motivation of both boys and girls are health (23%), appearance (19.1%), recreation, leisure (18.7%); encouragement from friends and acquaintances (15.6%) also has a special significance according to the results. The least influential factor is doing sports for an improved self-confidence (2.5%). A similar finding is reported by international surveys: in addition to entertainment and joy in sports, more attractive appearance, weight control and meeting friends are also important factors (Sports and Physical Activity Report 2014). In the course of her surveys conducted by Kovács (2016) amongst university students it was found that the motivating factors of sports are different between genders in the case of non-disabled respondents as well: while women do regular sports for body transformation and refreshment, men do it mainly for recreation.

Figure 6: Sports motivations of respondents

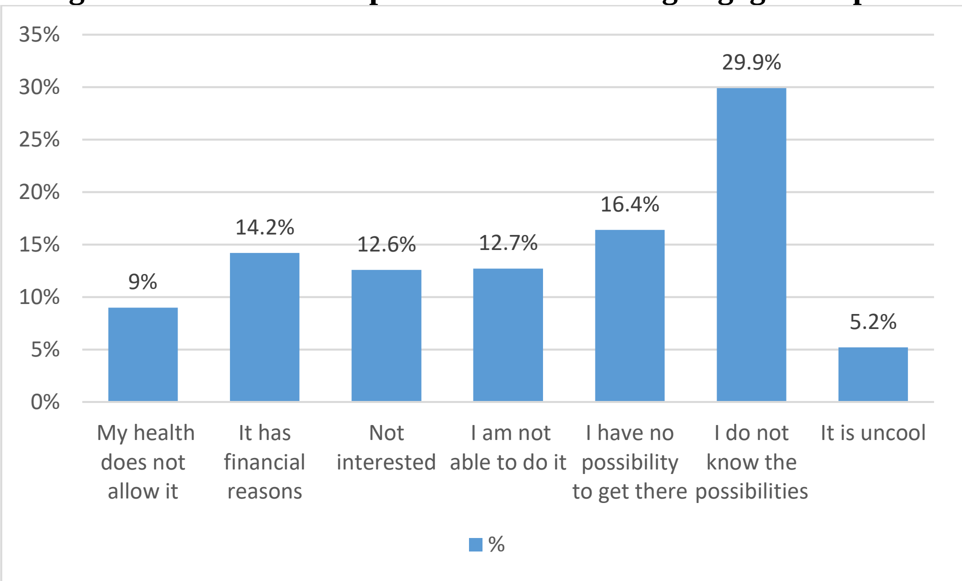


Source: Authors' editing

Reasons for not being engaged in sports

Factors that oppose participation in sports, include "does not know the possibilities" (29.9%) and 16.4% "does not get help in getting there' (Figure 7). International research also confirms that sporting activities of people with disabilities is often limited (EFDS 2013). Further disadvantages include "financial reasons" (14.2%) and 12.7% do not believe that they are able to do sports. More than 10% of the respondents do not find motivation; they do not like to do sports. Only a few of the respondents marked "It is uncool" (5.2%). There is no difference between the genders in this respect; all the specific reasons are mentioned by boys and girls to a similar extent. Kovács (2016) found that the lack of time was the first limiting factor of doing sports for both male and female university students. There was a difference, boys apparently stay away from sports because they find other leisure activities they like, while girls tend to stay away from sports because of the lack of proper company.

Figure 7: Reasons of respondents for not being engaged in sports



Source: Authors' editing

Conclusions

The research found that passive leisure activities dominate among young people with disabilities, just like in the case of non-disabled students. The most frequent leisure activity of the surveyed students with disabilities is listening to music (71.6%) followed by watching TV (52.8%). The preference systems of the two genders are significantly different, while in the case of girls, listening to music is more dominant. In the case of watching TV, no significant differences were detected between the two genders. However, watching sports-related channels is more common for boys than girls ($p < 0.05$).

In addition to physical education classes, 58.9% of the responding students are engaged in certain kinds of sport activities, the location of which are mostly "school sports clubs" (28.3%) or "school sports association" (13.4%). Many of them are doing sports in a school sports club, as well as in a sports association within the school, which shows that the school supply needs to be expanded; disabled students are attached to the usual place that gives them security, and there are no travel difficulties as if the sporting activity was at another location.

In terms of the sport motivation of disabled students, the result was that health (23%), appearance (19.1%), recreation, entertainment (18.7%) are the most typical motivational factors in the answers of both boys and girls and there is great emphasis on the encouragement of friends and acquaintances (15.6%). Thus, these messages should be included in the promotion of the sporting activities organized for them.

As a reason for remaining distant from sports, "I do not know the possibilities" (29.9%) and "I do not have help getting there" (16.4%) dominated. The results also confirm that mapping, and organization of leisure time options offered to disabled students and their transfer to the target groups are important in the future. As a location for leisure and sports programs intended for disabled children, school is the most practical choice. Thus, by expanding sports options at school, the proportion of disabled students involved in sports could be achieved.

Acknowledgements

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Authors' contact details

Nóra Laoues-Czimbalmos assistant lecturer, Faculty of Education for Children and Special Educational Needs University Of Debrecen**.** Désány István Str. 1-9. H-4232 Hajdúböszörmény, Hungary, laoues.nora@ped.unideb.hu
Beáta Dobay Dr, assistant professor, Selye János University Faculty of Education, Bratislavská cesta 3322, SK-94501 Komárno. dobayb@ujs.sk
Anetta Müller Dr, associate associate professor, Faculty of Economics and Business Institute of Rural Development, Tourism and Sports Management, Department of Sporteconomics and Management. Debrecen University, Böszörményi Str. 138. H-4032 Debrecen, Hungary, muller.anetta@econ.unideb.hu

NATIONALITY DIFFERENCES AFFECTING THE COOPERATION OF SM: PLS MODELLING OF DATA FROM SIX INTERNATIONAL COMPANIES

Gábor Hetényi – Attila Lengyel – Magdolna Szilasi – Edit Szűcs

Abstract
Investing research effort into the present topic is warranted by the fact that the lack of efficient cooperation between SM can undermine overall efficiency at the corporate level. Our research aims to demonstrate how selected factors, such as information exchange, coordination, vision and communication, conflicts and cooperation, affect the functioning of the SM interface as evaluated by Hungarian and foreign employees of six international companies. It was also our intention to demonstrate how PLS-PM modelling can yield valuable information of managerial implications. As a method of collecting data we employed an online self-reported questionnaire delivered to sales, marketing, and general management employees of the companies involved in the research. PLS-PM modelling technique was employed to reveal relationships between the selected factors and spot possible latent variables. Our results show that Hungarian and foreign employees have considerable differences in how they evaluate variables of the examined factors. For Hungarian employees, information exchange is the element of management culture that has the most important role in improving SM cooperation, while the second most important factor is coordination. For foreign employees coordination has primary importance, but information exchange does not significantly affect SM cooperation. Shared idea of the ideal customer greatly affect SM cooperation for Hungarian employees while for foreign employees it is insignificant. Our research demonstrated that nationality differences can have a significant effect on how employees evaluate factors affecting SM cooperation within international companies. The further application of PLS-PM modelling in this area is definitely warranted as it can yield valuable information for managerial utilization by revealing latent mechanisms between groups of variables having a significant impact on SM cooperation.

Key words
Sales. Marketing. Cooperation. Coordination. Success factors.

JEL Classification: M31

Introduction

Business activities are often characterised by optimisation - i.e. an attempt to achieve satisfaction - rather than maximisation. In order to accomplish this, it is essential that in the decision making process the manager is in the know about capacity and strategy, and has previous experiences to build on (Cornaggia et al., 2017). In the operation of an organisation, innovation has a key role, which means a constant alertness to meet and satisfy customer needs by providing services. SM departments are amongst the key elements of the general algorithm of the innovation process. Examining this process along the innovation chain makes it clear that the starting point (marketing) and the end point (sales) of the chain is the market per se. Thus, taking the most relevant measures is the responsibility of the SM departments (Keszey & Biemans, 2016). A smooth cooperation between these departments is largely affected by organisational and cultural corporate factors and it is crucial for the successful operation of the organisation - i.e. it serves as a foundation for a positive market response to the given product or service (Müller, 2009; Snyder et al., 2016).

In the business world, competition means monopolising value, whereas cooperation means a collective act of adding value (Snow, 2015). Lamasheva (2004) argues that the two elements that are essential for cooperation are common goals and clearly defined targets.

Bargeron et al. (2015) stress the importance of trust between departments as well as dedication, fairness along with regular information exchange and a division of activities and resources in order to mutually enhance each other's capacities and maximise results. Staying competitive is one of the objectives of all enterprises, where competition and cooperation need to go hand-in-hand (Snow, 2015).

The relationship of the two departments has various interface challenges and conflicts which can be due to unclear roles and responsibilities as well as the lack of information exchange, common corporate goals or corporate culture (Razmerita et al., 2016). Klumpp (2000) believes that the cooperation between the two departments requires a division of tasks and the coordination of all relevant organisational mechanisms such as regular information exchange, which, in turn, will boost the effectiveness of their relationship by creating a permanent dialogue (Harmon, 2019). Discrepancies between SM can also be due to differences in their ways of implementing the corporate strategy, as marketing tends to focus on long-term strategic goals, whereas sales typically use sales techniques that generate short-term profit (West et al., 2015).

Another possible source of conflict might arise from the fact that different nationality employees might embrace different preferences and priorities concerning cooperation. The question of nationality as an influencing factor of corporate efficiency and interdepartmental cooperation has been examined earlier in various contexts (Rosenauer et al., 2016).

Research effort invested in the topic of the paper is warranted by several factors. Although there has been research done in connection with employee nationality as a factor influencing interdepartmental cooperation, as pointed out a few lines earlier, no research has so far attempted to analyse it in the context of SM cooperation. The present paper is an attempt to partly fill this gap. Also, as the lack of efficient cooperation between SM can undermine overall efficiency at the corporate level, revealing latent mechanisms between groups of variables affecting SM cooperation can provide information of potential managerial relevance. The third and final reason why it is definitely worth doing research into this direction is the fact that while there is rich literature on how PLS path modelling can be utilised in the context of sales or in the context of marketing separately, its possible merrits in the examination of SM cooperation has not been demonstrated yet. Our research aims to show, via PLS path modelling, how the evaluation and relationship of pre-selected factors influencing SM cooperation differ and overlap in the case of Hungarian and foreign workers of six international companies.

Review of literature

Earlier research findings suggest corporate performance is mainly determined by internal factors (Mory et al., 2016). Szentes et al (2006) believe that in order to meet market expectations, organisations need to take economic, technical as well as social factors into consideration, i.e. management capabilities, education and behaviour have a key role in achieving targets. Recent views state that competitiveness is created by employees by adding value, creativity, a willingness to cooperate and a sense of loyalty towards the company (Adjibolosoo, 2018). Ermolina et al. (2018) in their study conclude that human capital occupies a central role in ensuring long-term competitiveness and the combination of intellectual contribution and other factors (capabilities, attitude and other internal features) create the advantage that is necessary for development (Müller, Kerényi, 2009).

Cooperation is key to development. Of all known management attitudes, a cooperative approach is a possible key to efficient long-term cooperation. This positive attitude can compensate for numerous negative business practices (Chen et al., 2011). Management responsibilities are very diverse, where challenges are defined by the coordination and organisation of corporate targets and resources. Activities that support the relationship between SM (information exchange, coordination, vision and communication) contribute to product development and other innovations, and that this working cooperation leads to higher success rates and better corporate results (Hughes et al., 2012; Malshe et al., 2017c). The motives behind cooperation can be very diverse (David & Rank, 2016). Cooperation is achieved by grouping and arranging resources within the organisation and defining roles and responsibilities. Homogeneous resources lead to coopetition, whereas heterogeneous resources lead to cooperation (Bengtsson et al., 2003). An unequal distribution of resources leads to conflict (Gupta et al., 2018), which is perceived in literature as an incompatibility of targets (Malshe et al., 2017a).

Organisational dimensions include the formalisation of certain processes, a clear definition of roles and responsibilities, the centralisation and decentralisation of power, as well as organisational structure. Defining formal roles and responsibilities is of special importance, as it is essential for a smooth cooperation between SM (Homburg et al., 2017). Formalised processes and rules also contribute to the authenticity of marketing plans and facilitate their successful implementation and their incorporation into corporate practices, whilst also stimulating employees' participation in corporate processes (Wood, 2016). The centralisation of power and strong hierarchy have a negative effect on the cooperation of departments (Holmemo & Ingvaldsen, 2018).

In addition, the existence and implementation of a common corporate vision has a crucial role in the integration of the two departments, as it enhances the sense of belonging between the interdependent SM staff (Kumar, 2016). Successful cooperation requires common goals and achievable targets in the organisation (Lamasheva, 2004), which facilitates a high-level interaction to tackle common tasks and insecurities (Miles et al., 2005). Thus, congruent target setting and communication leads to more efficient cooperation (Berson et al., 2015). The existence and appropriate communication of the corporate vision as a set of management measures improves teamwork and reduces conflict (Hetényi, Lengyel & Szilasi 2019; Rahim, 2017).

Information exchange (both qualitative and quantitative) and corporate culture (including mutual trust, openness, market- and customer orientation) are essential prerequisites of cooperation. Fallio et al. (2013) believe that efficient cooperation requires constant correction, i.e. constant feedback. Thus, information exchange between the two parties has an essential role in increasing the efficiency of their cooperation (Madon & Krishna, 2018). Regular information exchange promotes mutual understanding, reduces conflict and contributes to a better and more efficient relationship between the two departments (Prajogo et al., 2018). Informal information exchange and an informal network between employees of the two departments in general leads to better cooperation (Leenders & Wierenga, 2001). Starting a permanent dialogue between the two departments will have a positive impact on the effectiveness of their relationship, thus the coordination of regular information exchange is inevitable for a smooth and balanced cooperation (Klumpp, 2000; Malshe et al., 2017b).

With globalization accelerating, there is an increasing number of international organizations where the employees and management might be of several different nationalities. Being a different nationality entails that the employees come from various cultural backgrounds in a general and a corporate sense as well. The cultural diversity of a firm can enhance innovative processes. Kim et al. point out, „*The cognitive diversity brought by foreign nationals enhances decision-making by increasing consideration of the number and innovativeness of alternatives* ...” (Kim et al., 2015: 6). On the other hand, cultural diversity of international firms also poses challenges. As Fatehi and Choi underlines, „... *employees from different cultures have different views about the proper job-related behaviour and expected management behaviour*.” (Fatehi & Choi 2019: 344). Swami and Shankar (2018) in their qualitative study on German firms operating in Mexico conclude that organizational culture is deeply affected by the presence of multiple nationalities within a firm. Ferris et al. (2018)

demonstrate, through a quantitative study of Eastern and Western employees how their cognitive style is significantly different.

Research questions and hypotheses

In order to optimize the SM cooperation in an international company with both Hungarian and other nationality employees it has to be examined whether they evaluate various factors bearing upon the SM relationship differently. Based on factors considered important for the harmonisation of SM cooperation in the literature we pre-selected variables 12 variables that can have a potentially significan impact on SM cooperation and formulated our research questions and hypotheses based on their hypothesized interactions. We formulated the following research questions and hypotheses:

Q1: How does information exhange affect SM cooperation?

H1: The more regular and frequent information exchange between SM is, the more cooperation there is between the two departments.

Q2: How does coordination and the definition of roles and responsibilities affect SM cooperation?

H2: The better the SM coordination is (more frequent common meetings, training sessions, common goals) and the clearer roles and responsibilities are defined, the better the SM will be.

Q3: How does corporate vision and its communication affect SM cooperation?

H3: The clearer the company's vision is defined and communicated, and the better the company's general communication is, the more efficient the SM cooperation will be.

Q4: How does information exchange affect SM cooperation?

H4: Information exchange in any shape or form has a positive and equal effect on the coordination of SM.

Q5: Do information exchange, coordination and corporate vision have a combine effect on SM cooperation?

H5: Information exchange, coordination and corporate vision as elements of the company's management culture ~~also~~ have a combined effect on the cooperation between SM.

Q6: Which of the three elements in Q5 have the biggest impact on SM c ooperation?

H6: Of all aspects of management culture, coordination has the most significant role in improving cooperation.

Q7: What impact do conflicts between SM have on SM cooperation?

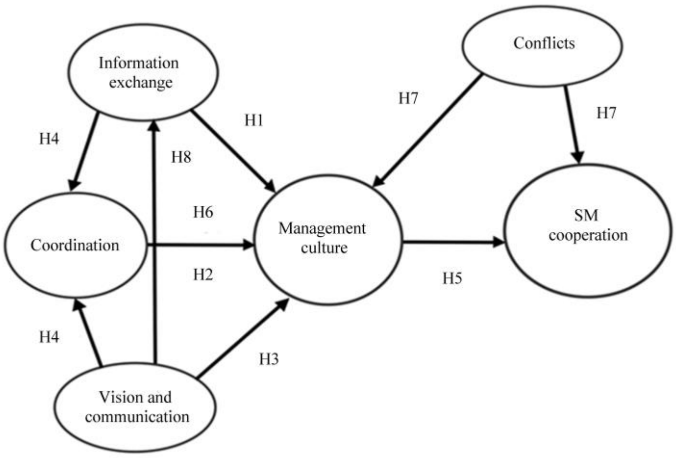
H7: The more frequently conflicts between the two departments occur, the less cooperation there will be between them, and conflicts have a direct negative effect on cooperation.

Q8: How does corporate vision and its communication affect information exchange between SM?

H8: The clearer the corporate vision is defined and communicated, and the better the company's general communication is, the better the information exchange between SM will be.

The above hypotheses will be tested separately for Hungarian and foreign employees of our sample to see how nationality differences might affect factors determining the efficient cooperation of SM. Figure 1. summarizes the hypotheses and depicts the variables in blocks.

Figure 1. Research modell



Source: Own editing

Questions in the questionnaire were grouped in the following blocks: information exchange (Questions 1.9c, 1.9h), coordination (Questions 1.9b, 1.9d, 1.9e, 1.9g), vision and communication (Questions 1.3, 1.4, 1.5), conflicts (Question 1.9f), cooperation (Questions 1.9a, 1.9i). The model also includs a superblock called management culture. This block included information exchange, coordination and vision and communication. The reason behind the creation of the superblock was the fact that we wanted to examine the effects of coordination, information exchange and vision on the sales-marketing cooperation as a combined set of factors as well, rather than just as individual factors.

Methodology

Sampling procedure

Six international (Austrian, Hungarian, German, English) companies were involved in the research. As the present study is exploratory in nature, a sample of convenience was considered appropriate. Out of the six companies one is a hardware company, three are pharmaceutical companies and two are manufacturers of medical instruments. Online self-reported questionnaire was used to gather information. The original Hungarian questionnaire was translated into English and German to make it easier for the respondents of different nationalities to interpret the questions. The link was sent out by the HR managers of the six companies to the marketing and sales departments employees as well as the members of the general management in a letter of invitation which contained a brief explanation of the aim of the research and information about its full anonymity. The invitation letter was delivered to 530 potential respondents on 1 August 2018 and the questionnaire was closed on 1 September 2018. Respondents had the possibility to pause their completion of the questionnaire and return to it later during this one month period. The questionnaire included both open-ended and closed-ended questions, however, as one of the main purposes of the study is to demonstrate the benefits of using PLS modelling for exploring non-normally distributed ordinal data, in the present study only answers to closed-ended questions are analysed and discussed. Answers to questions 1.3, 1.4, 1.5, 1.9a-i and 2.2 provided the input data for the statistical analyses and model building. The English version of the questionnaire can be found in the Appendices section of the study.

Methods used in the research

PLS-PM (Partial Least Square-Path Modelling) is gaining increasing popularity in scientific research (Hair et al., 2016). In contrast to CB-SEM (Covariance Based-Structural

Equation Modelling), which is best applied in confirmatory studies, PLS-PM is the ideal choice when the study is exploratory in nature and the variables are ordinal and categorical (Schuberth et al., 2018) and non-normally distributed (Sarstedt et al., 2016). PLS-PM modelling groups questions under the same topic into blocks, and then examines the paths and links between these blocks in terms of correlation and regression as well as their strength. The model is exploratory, so it is able to identify irrelevant links. The path model creates a common latent variable from the observed factors in each block (external factor model or measurement model) based on their correlations. Regression links between the latent variables are explored by the internal structural model.

We created a Latent Variable Partial Least Squares Path Model (LVPLSM) based on the blocks of questions in our questionnaire. We applied the GoF (Goodness of Fit) indicator to measure the goodness of the model. This indicator is calculated via geometrical average as the average R^2 value of the regression estimates of the average variance (AVE) explained by the blocks and the internal structural model. The AVE indicator needs to be above 0.4-0.5 (Chin, 1998). In terms of R^2 values, 0.02; 0.15 and 0.35 are considered low, medium and high reference values, respectively (Cohen, 1988). In terms of GOF, reference values, 0.10; 0.25 and 0.36 are considered as unacceptable, acceptable and good model fit, respectively (Wetzels et al., 2009). In the interpretation of latent variables, we can only include those items in the block that have a correlation coefficient of above 0.5. We applied the Fornell and Larcker criterion to measure the discrimination potential of the model (Fornell & Larcker, 1981). As per Fornell and Larcker's criterion (1981), the individual latent variables should explain more of the items in their own block than all the other latent variables. Thus, the Fornell and Larcker test shows whether or not the different blocks are sufficiently separated from one another. For the estimation of the LVPLS model we used Version 0.4.9 of the PLSPM (Tools for Partial Least Squares Path Modeling) package of the 3.4.4. "Someone-to-lean-on" version of the R statistics software.

We applied the Spearman rank correlation to explore the correlations between factors on the ordinal scale level. The Spearman correlation measures the X and Y runs and takes values between -1 and 1 (Spiegel and Stephens, 2008). A concordance test was carried out in order to establish the level of agreement between various groups of respondents with regard to the ranking of specific factors, i.e. how unanimous the ranking was. In the concordance test we considered two types of group creating factors (yes/no questions, field of work) and calculated Kendall's concordance coefficient (Kendall & Babington Smith, 1939). In the case of multiple choice questions, a table is presented to show the proportions of respondents marking each individual option as well the percentages of each answer option against the total number of answers.

Results

Out of the 530 potential respondents 106 completed the questionnaire, which means a 20% response rate. 30.2% (32) of those completing the questionnaire were foreign employees and 69,8% (74) were Hungarians. 51% of respondents work in sales, 21% work in general management and the remaining 28% of respondents work in marketing.

Respondents were asked to rate the below 12 items, presented in Table 1, on a scale of 5 to reflect their perception of the extent to which the individual factors are present in the subject company. The numbered columns of tables 1 and 2 show the Spearman correlations.

The values below the main diagonal of the correlation matrix are the actual correlations, whereas the values above the main diagonal are significance values corresponding to the correlation coefficient. There are no values in the main diagonal as each individual factor fully correlates with itself and the value of the correlation coefficient would be 1. We highlighted all correlation values above 0.4 in bold, these are considered moderate correlations. All correlations above 0.6 were marked in italics, these are considered strong correlations.

1. Table. Descriptive statistics of the variables of the model for Hungarian employees

Variables	M	Std	1	2	3	4	5	6	7	8	9	10	11	12
Vision (VC1)	3.32	1.07		0.000	0.000	0.001	0.004	0.005	0.000	0.004	0.000	0.001	0.488	0.000
Communication of the vision (VC2)	4.35	1.26	**0.582**		0.000	0.000	0.003	0.020	0.000	0.013	0.000	0.004	*0.951*	0.000
Communication (VC3)	3.75	0.86	**0.564**	**0.590**		0.000	0.007	0.013	0.000	0.072	0.000	0.001	0.105	0.000
Information exchange (II1)	4.00	1.01	0.380	**0.472**	**0.487**		0.012	0.000	0.000	0.000	0.000	0.000	0.001	0.000
CRM (II2)	3.27	1.34	0.333	0.342	0.337	0.292		*0.878*	0.006	0.058	0.023	0.003	0.003	0.001
Training (CR2)	3.11	1.39	0.327	0.278	0.314	**0.452**	0.018		0.000	0.000	0.000	0.001	*0.896*	0.000
Common goals (CR3)	2.74	1.19	**0.486**	**0.489**	**0.470**	***0.752***	0.317	**0.495**		0.000	0.000	0.000	0.497	0.000
Meetings (CR4)	3.84	1.25	0.330	0.293	0.228	***0.630***	0.223	**0.458**	***0.637***		0.000	0.000	0.161	0.000
Roles and Responsibilities (CR1)	3.83	1.06	**0.519**	**0.514**	**0.516**	***0.651***	0.268	**0.558**	***0.667***	**0.583**		0.000	*0.725*	0.000
Ideal customer(CP1)	2.74	1.19	0.381	0.334	**0.416**	***0.611***	0.340	0.388	***0.617***	**0.440**	***0.717***		-0.108	0.000
Conflicts (CF1)	3.75	0.99	0.083	0.007	-0.208	-0.376	-0.345	0.016	-0.081	-0.167	- 0.043	0.368		0.004
Cooperation (CP2)	3.75	1.02	**0.486**	**0.503**	**0.469**	***0.785***	0.390	**0.512**	***0.740***	***0.642***	***0.746***	***0.608***	-0.338	

Source: Own editing

The table 1 shows (see table 1) the outstanding role of information exchange in the domestic sample, as this is the factor that correlates with the most other factors /e.g. with coordination factors (6)-(9)/. These results are in line with previous studies focusing on factors affecting the optimization of the sales-marketing interface (Cometto et al., 2017). Cooperation's high correlation with information exchange suggests that the more efficient information exchange between SM is, the better their cooperation will probably be. The strong correlation between coordination elements such as common and clearly defined roles and responsibilities and cooperation seems to support earlier research (Lee, 2004) also undelying the importance of these influencing factors.

The strong correlation between vision, clear roles and responsibilities and common goals (Hughes et al., 2012) suggests that a clearly defined vision makes it easier to define roles and responsibilities, set common targets and also provide the necessary conditions for better communication between the two parties.

2. Table. Descriptive statistics of the measured variables of the model for foreign employees

Variables	M	Std	1	2	3	4	5	6	7	8	9	10	11	12
Vision (VC1)	3.42	1.08		0.039	0.025	0.161	0.534	*0.856*	*0.942*	0.594	0.016	*0.754*	0.477	*0.697*
Communication of the vision (VC2)	4.45	1.43	0.361		0.000	*0.750*	*0.963*	*0.710*	0.396	*0.807*	0.378	0.428	0.267	0.452
Communication (VC3)	3.46	1.03	0.431	***0.665***		0.450	0.585	*0.707*	0.499	0.314	0.007	0.324	0.060	*0.686*
Information exchange (II1)	4.10	0.77	0.267	0.062	0.152		0.595	0.164	0.490	0.028	0.519	0.025	0.004	0.001
CRM (II2)	3.72	1.36	0.120	0.009	-0.110	0.103		0.213	*0.961*	0.154	*0.720*	*0.764*	0.023	0.440
Training (CR2)	3.38	1.12	0.035	0.072	0.076	0.266	0.238		0.104	0.007	0.170	0.121	0.220	0.004

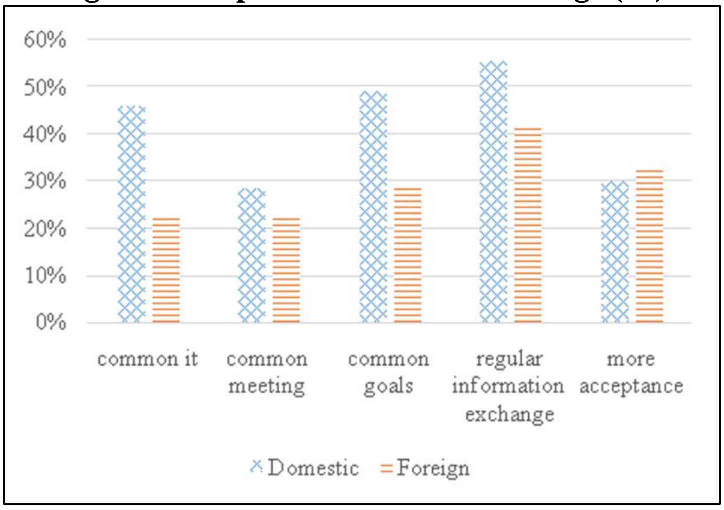
Common goals (CR3)	2.48	1.09	0.014	0.164	0.136	0.134	-0.009	0.308		0.008	0.115	0.028	*0.679*	0.222
Meetings (CR4)	4.21	0.86	0.103	0.047	0.201	**0.409**	0.272	**0.490**	0.485		0.126	0.522	0.001	0.078
Roles and Responsibilities (CR1)	3.79	0.94	**0.444**	0.170	**0.509**	0.125	-0.069	0.262	0.299	0.291		0.368	*0.946*	0.026
Ideal customer(CP1)	3.83	0.93	0.057	0.143	0.197	0.416	-0.058	0.294	0.408	0.124	0.174		0.162	0.013
Conflicts (CF1)	2.48	1.09	0.137	0.213	-0.367	**-0.519**	**-0.422**	-0.235	-0.080	**-0.586**	0.013	-0.266		0.047
Cooperation (CP2)	4.17	0.66	0.076	0.145	0.081	**0.571**	0.149	***0.513***	0.234	0.333	**0.414**	**0.455**	-0.371	

Source: Own editing

Similarly to the Hungarian sample, in foreign companies (see Table 2), the strong correlation between corporate vision and communication and roles and responsibilities entails similar conclusions. The two samples also showed similarities in the significantly positive relationship between cooperation and the clear definition of roles and responsibilities and information exchange. In the foreign sample there is a lot less correlation between factors than in domestic companies. The strongest correlation between the communication of the vision and general corporate communication is in line with earlier theoretical claims (Hallahan, 2015).

Respondents were asked what areas they would want to change the most, in order to improve cooperation.

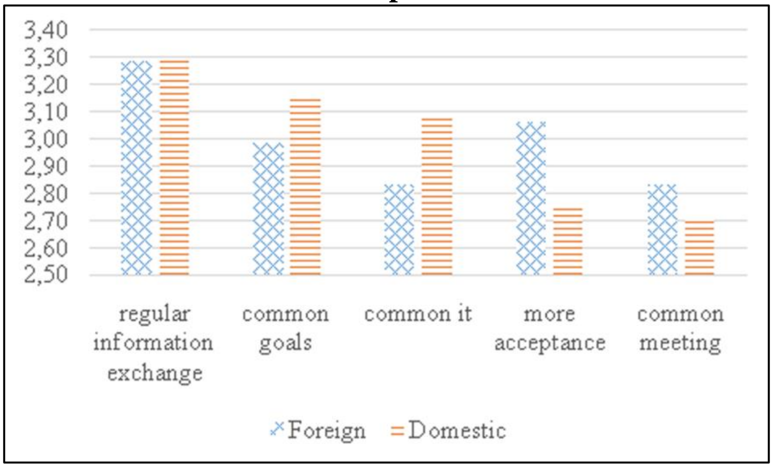
Figure 2. Proportions of areas to change (%)



Source: Own editing

Figure 2 above shows the proportions of domestic and foreign respondents that marked each specific factor as areas they would like to change in order to make the sales-marketing cooperation more efficient. We ran the Chi square test on the differences in proportions and found that there is no significant difference between the two groups (Chi2=2.23; p=0.704). Both Hungarian and foreign respondents would like to change regular information exchange the most (marked by 56% in the Hungarian sample and 42% in the foreign sample).

Figure 3. Average ranking numbers of areas to change in the Hungarian and foreign samples

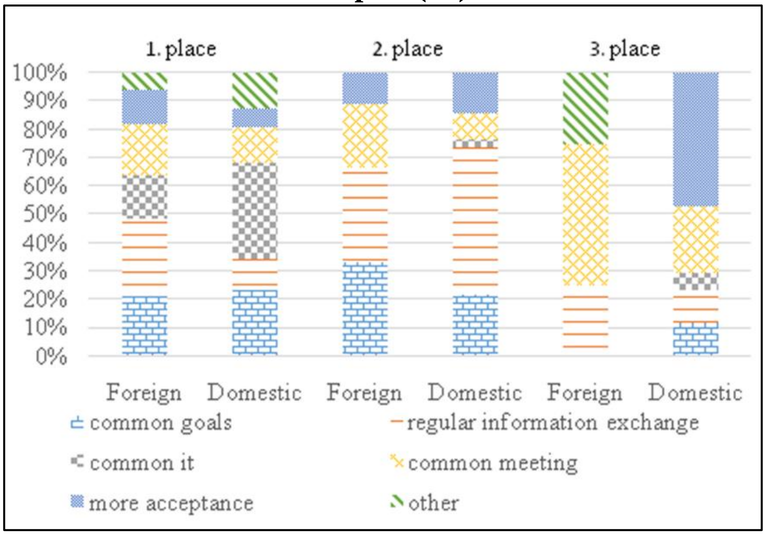


Source: Own editing

The above figure 3 also shows the average ranking numbers associated with the individual factors. The least important area in both samples was meetings.

However, Kendall's concordance test showed that there was no unanimity in the foreign sample with regards to the ranking of these factors (Chi2 = 3.76; p=0.440; W=0.028), whereas Hungarian respondents were in agreement with regards to ranking (Chi2 = 15,35; p=0,004; W=0,253).

4. Figure. Response proportions of areas to change in the Hungarian and foreign samples (%)



Source: Own editing

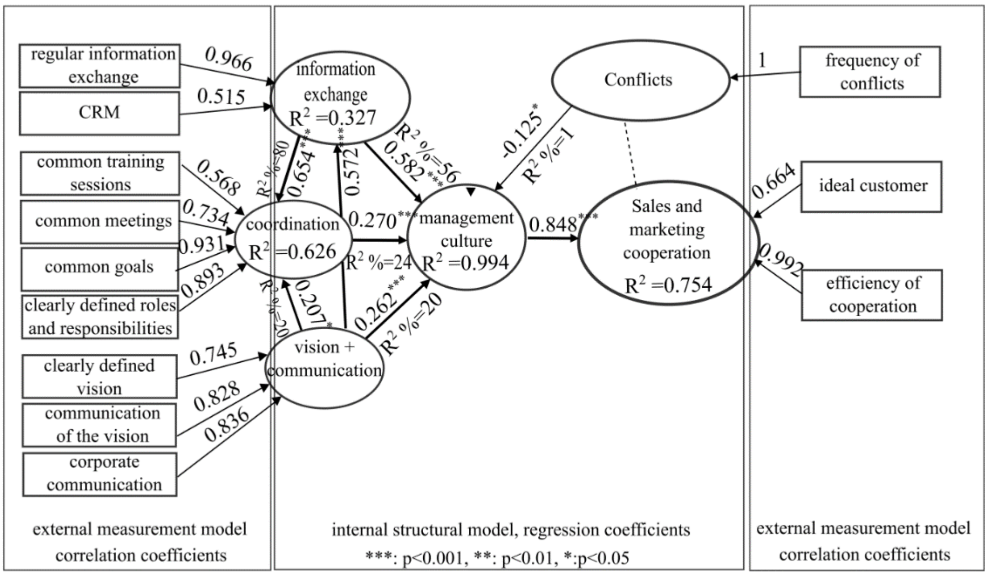
Respondents could mark more than one area to change, and we also considered how many times each factor was marked and whether they were ranked first, second or third. The differences in proportions in each case were shown by the Chi square test (20,5 and p=0.001;15,13 and p=0.004; 103,41 and p<0,001).

The Mann-Whitney test showed a 90% reliable significant deviation in the levels of satisfaction with the cooperation of SM in Hungarian and foreign respondents (Z=-1.828; p=0.068). Foreign respondents were relatively more satisfied (average=4.17) with this factor than Hungarian employees (average=3.87).

Models for Hungarian and foreign employees

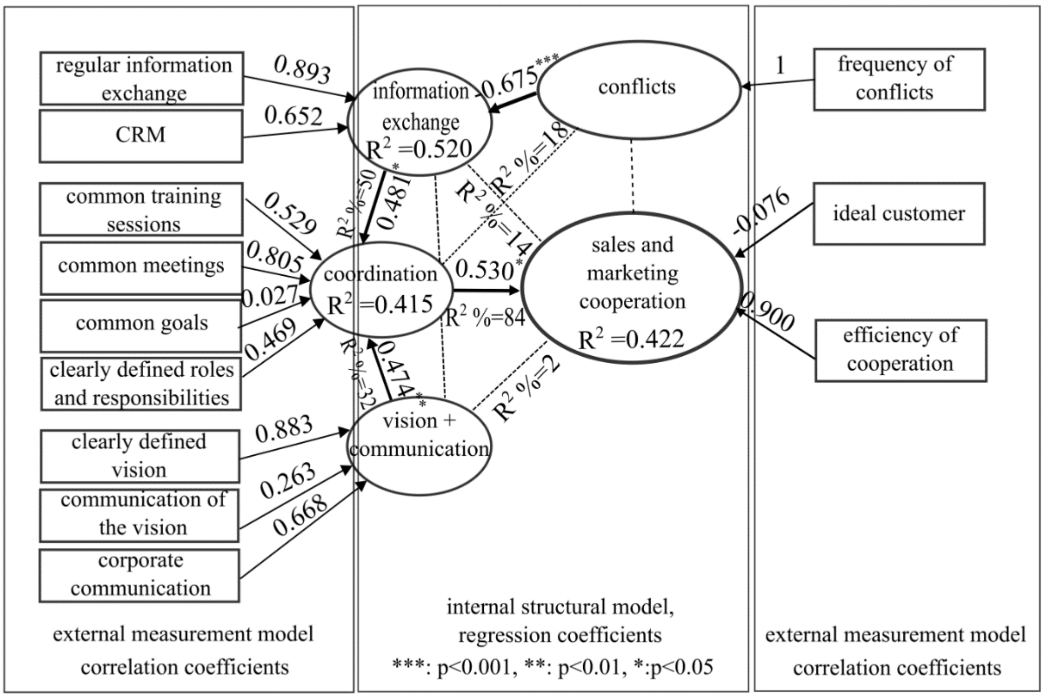
Figures 5 and 6 show the summary of all major blocks of variables, latent variables and items linked to them as well as their relations, with regard to Hungarian and foreign employees . The model has two main parts. First, an external factor model that shows how strongly the items in each block are linked to the single latent variable summarising the block. Second, an internal structural model that only carries the relations between the latent variables representing the blocks. The two models need to be assessed together, and they need to be estimated iteratively.

Figure 5. Estimated LVPLS model and its parameters for Hungarian employees



Source: Own editing

6. Figure. Estimated LVPLS model and its parameters for foreign employees



Source: Own editing

Ovals represent the latent variables (blocks), and squares stand for the measured variables. The external measurement model (factor model) contains correlation coefficients, while the internal structural model includes the regression coefficients. All the links (arrows) are significant with 99% reliability, whereas the dotted lines represent non-significant links.

We created a superblock for Hungarian employees, where we included the latent variables vision, coordination and information exchange in a superblock called management culture. The model does not include a superblock in the foreign sample as it had no significant impact on coordination, so we linked the individual elements of management culture to cooperation separately.

We applied the Bootstrap simulation for the validation of the above models, where we created 500 random samples by sampling with replacement based on the original data. This means, that we estimated the correlation coefficient of both the internal and the external model in all 500 samples, and calculated the average and standard error (Chin, 1998). Model parameters where the average is more than double the standard error (SE) are considered statistically significant. Based on this criterion, the regression coefficients of the sample were proved valid. Below when discussing the data we will also show the standard error.

We created a latent variable for each block, which summarises all the items in the block as one index. The reliability of the blocks was tested with Dillion Goldstein's RHO index. AVE means the average explained variance of the items in the block by the latent variable. R2 means the explained variance proportion in case of the regression of the latent variable.

Results of the model created for Hungarian employees

It is evident from table 3 that each latent variable explains at least an average of 50% of the deviation of the items linked to it and the model does not conflict the Fornell and Larcker criterion.

3. Table. Key descriptive statistics of the LVPLS model for Hungarian employees

Latent variable	R^2	RHO	AVE	1	2	3	4	5
Vision (1)	n.a	0.850	0.647	**0.804**	<0.001	<0.001	*0.332*	<0.001
Coordination (2)	0.626	0.892	0.632	0.582	**0.795**	<0.001	*0.485*	<0.000
Information exchange (3)	0.327	0.779	0.599	0.572	0.773	**0.774**	<0.001	<0.001
Conflicts (4)	n.a.	n.a.	n.a.	-0.114	-0.082	-0.402	**n.a**	0.005
Cooperation (5)	0.754	0.878	0.713	0.566	0.846	0.822	-0.322	**0.844**

n.a= no data, cannot be calculated
Source: Own editing

The proportion of variance explained in the two regression models by the coefficient of determination or R squared is outstanding. With regard to the 'management culture' superblock, the GOF of the internal structural model was 0.675, the GOF value of the external model was 0.610 and the entire model has a GOF of 0.642, which shows an excellent fit. Assessment of the hypotheses for Hungarian employees is as follows:
H1: The regression coefficient (beta=0.582) for information exchange (t=32.35;p<0.001,SE=0.018) is significant. Based on these results H1 is confirmed, information exchange has a positive effect on the relationship of the two departments.

H2: The regression coefficient (beta=0.270) for coordination (t=16.37; p<0.001, SE=0.017) is significant. Based on these results H2 is confirmed, coordination has a positive effect on the relationship of the two departments.
H3: The regression coefficient (beta=0.262) for a clear corporate vision (t=16.37; p<0.001, SE=0.017) is significant. Based on these results H3 is confirmed, a clear corporate vision has a positive effect on the relationship of the two departments.
H4: The results show that a clearly communicated and implemented corporate vision (beta=0.207; t=2.34; p<0.022, SE=0.088) and regular information exchange (beta=0.654; t=7.39; p<0.001, SE=0.088) have a positive effect on the coordination of the SM departments. Information exchange explains 80% of the variance of coordination, whereas vision and communication made up 20%, i.e. the two factors have a different effect on coordination. Based on these results H4 is accepted.
H5: The regression coefficient (beta=0.848) is significant (t=13.67; p<0.001, SE=0.062). Based on these results H5 is confirmed, management culture has a positive effect on the cooperation of the two departments.
H6: Model estimates suggest that information exchange is the most important factor of corporate culture explaining 56% of variance, followed by coordination that affects cooperation through management culture and explains 24% of variance. Based on these results H6 is rejected.
H7: The regression coefficient of conflicts (beta=-0.125) proved significant (t=-2.25; p<0.028, SE=0.011). Based on these results H7 is confirmed, conflicts have a negative effect on the cooperation of the two departments.
H8: The regression coefficient of a clearly communicated and implemented corporate vision (beta=0.572) is significant (t=5.92; p=0.001, SE=0.097). Based on these results H8 is confirmed, a clearly communicated and implemented corporate vision boosts information exchange between SM.

Results of the model created for foreign employees

Table 4 shows that each latent variable explains at least an average of 50% of the deviation of the items linked to it.

4. Table. Key descriptive statistics of the LVPLS model for foreign employees

Latent variable	R^2	RHO	AVE	1	2	3	4	5
Vision (1)	n.a	0.871	0.432	**0.657**	*0.082*	*0.237*	*0.447*	*0.875*
Coordination (2)	0.491	0.764	0.287	0.334	**0.536**	0.006	0.014	0.004
Information exchange (3)	0.499	0.766	0.611	-0.231	0.506	**0.782**	<0.001	0.024
Conflicts (4)	n.a.	n.a.	n.a.	0.150	-0.457	-0.694	**n.a**	*0.063*
Cooperation (5)	0.333	0.812	0.408	-0.031	0.527	0.425	-0.356	**0.639**

n.a= no data, cannot be calculated
Source: Own editing

The main diagonal of the matrix of the numbered columns shows the explained deviation, which expresses the *percentage* of the deviation that a given latent variable explains from the items linked to it. The items under the main diagonal are the correlations between the individual latent variables, i.e. how much a given latent variable explains from the deviation of another latent variable. The items above the main diagonal show the significance of the correlation coefficients.

The two main regressions of the model are the estimated cooperation by information exchange and vision ($R2=0.491$), and the estimated information exchange by the other latent variables ($R2=0.499$). The proportion of variance explained in the two models by the coefficient of determination or R squared is strong, the R squared value for cooperation is 0.333, which is only considered moderate variance explained.

The Bootstrap simulation proved the regression coefficients of the model valid. With regard to the ‘management culture’ superblock, the GOF of the internal structural model was 0.441, the GOF value of the external model was 0.435 and the entire model has a GOF of 0.435, which, although lower than the Hungarian sample, shows a good fit. Assessment of the hypotheses for foreign employees is as follows:

H1: The regression coefficient (beta=0.114) for information exchange (t=0.514; p=0.612,SE=0.222) is insignificant. Based on these results H1 is rejected, information exchange has no significant effect on the relationship of the two departments.

H2: The regression coefficient for coordination (beta=0.530) is significant (t=2.31; $p<0.001$, SE=0.229). Based on these results H2 is confirmed, coordination has a positive effect on the relationship of the two departments.

H3: The regression coefficient (beta=-0.182) for a clear corporate vision is insignificant (t=-0.89; p=0.379, SE=0.203). Based on these results H3 is rejected, corporate vision has no significant effect on the relationship of the two departments.

H4: The results show that a clearly communicated and implemented corporate vision (beta=0.474; t=3.17; p=0.004, SE=0.150) and regular information exchange (beta=0.481; t=2.34; p=0.028, SE=0.206) have a positive effect on the coordination of the SM departments. Information exchange explains 50% of the variance of coordination, whereas vision and communication made up 32%, i.e. the two factors have a different effect on coordination. Based on these results H4 is partly accepted.

H5: Not all three factors have a positive effect on the cooperation between the two departments, only coordination does. Based on these results H5 is rejected, management culture has no significant positive effect on the cooperation of the two departments.

H6: Model estimates suggest coordination is the most important factor of corporate culture explaining 84% of variance, followed by information exchange explaining 24% of variance. Based on these results H6 is confirmed, of all aspects of management culture, coordination has the most significant role in improving cooperation.

H7: The regression coefficient of conflicts (beta=-0.675) proved significant (t=-4.71; $p<0.001$, SE=0.143). Conflicts have an indirect negative effect on cooperation through information exchange and coordination. Based on these results H7 is partly confirmed, conflicts have an indirect negative effect on the cooperation of the two departments.

H8: The regression coefficient of a clearly communicated and implemented corporate vision (beta=-0.130) is significant (t= -0.908; p=0.373, SE=0.143). Based on these results H8 is rejected, a clearly communicated and implemented corporate vision has no significant effect on information exchange between SM.

Discussion

Based on the results it is obvious that Hungarian employees of the SM departments in the examined international companies evaluate some of the twelve selected factors affecting the relationship of SM in a significantly different way than their foreign colleagues. As it is apparent from the ranking of elements to be improved in the future and also from the model for Hungarian SM personnel, Hungarian SM employees place a higher emphasis on the importance of information exchange in determining the quality of SM cooperation than their foreign colleagues. Further research is needed to identify the exact causes of this. Hypothetically it is suggested that the confidence of Hungarian employees using English or German as a common language of communication as well as the general level of self-confidence, self-efficacy and ability to work independently in an international corporate environment, might be potential background determinants. This latter three potential factors might also have to do with the fact that market capitalism has been around for thirty years in Hungary and the strong presence of international (multinational) companies is characteristic of the last twenty years only. This short history of international corporate culture in Hungary might also explain the striking difference between the importance Hungarian and Foreign SM employees attribute to shared targets for the two departments and the marked difference in the evaluation of the importance of clearly defined roles and responsibilities. For Hungarians, the more clearly defined common goals there are, and the clearer SM roles and responsibilities are defined, the stronger the coordination and cooperation will be between SM. The models also suggest that, while efficient cooperation for Hungarian SM staff definitely requires a common understanding of what the ideal customer is like, foreign SM staff does not consider this as a significant factor at all. For Hungarians the stronger the shared idea of the ideal customer between SM, the better the cooperation of the two departments will be. Again, the underlying factor behind this difference might lie in the fact that Hungarians have had a relatively short period of market-cantered socialization whereas their colleagues of long developed market societies can view this issue as something completely obvious for both departments. The considerable negative correlations between information exchange, CRM and common meetings in the case of foreign employees signal that the malfunction of these areas is more likely to cause conflict than in the case of Hungarian staff where the three areas are also negatively correlated with conflicts but to a much lesser extent. The explanation of this might lie in the previously mentioned difference between long-established market societies (Austria, Germany, England) and young ones like Hungary. Foreign employees of these societies are, in their home countries, probably more accustomed to efficient information exchange, IT systems or meetings than their Hungarian colleagues are in Hungary.

On the similarities side, it has to be noted that both Hungarian and foreign SM staff consider common meetings and training sessions as well as a common IT platform for the two departments important factors of efficient interdepartmental coordination and cooperation. In a fast changing global business environment gaining up-to-date knowledge and information is increasingly important, thus the shared emphasis on these factors. The clear definition and communication of a corporate vision positively affects the quality of SM cooperation through having a direct influence on the quality of coordination for both Hungarian and foreign staff. In the models the twelve variables affect cooperation through latent variables (factors). It calls attention to the importance of optimizing certain functions in a holistic way, taking into account the various elements that affect the efficiency and quality of SM cooperation in groups and as a whole, not only individually.

The managerial implications of the results can be manifold, however, caution is warranted as there are several limitations that restrict the generalisability of our results. These limitations include convenience sampling with a relatively small number of companies involved in the research. Based on the correlations of the twelve variables, it is apparent that in the case of the Hungarian sample the number of significant and stronger correlations is much higher. However, it has to be treated with caution as only less then one third of the sample were foreign employees. Also, our survey did not have questions to filter out various forms of biases. We decided not to include more questions because we had expected the willingness to complete the questionnaire will fall considerably with length and time requirements. The study is exploratory in nature and with this in mind there are a few implications that can safely be stated.

Even though the sample was restricted, the results seem to support earlier research establishing a strong connection between efficient functioning of international companies and the in-depth knowledge of how cultural differences such as nationality-related factors can influence company processes.

Future research in this area might focus on identifying the exact causes of the differences of how employees of various nationalities and cultural background evaluate factors of efficient interdepartmental cooperation. Also, it might be worth testing the PLS-PM modelling technique on larger, preferably representative samples including various nationalities.

Conclusion

This study had to objectives. On the one hand, in an exploratory fashion, it intended to examine how Hungarian and foreign employees of the SM departments of international companies differ in evaluating important factors determining in a large part the quality of cooperation between SM. On several levels of statistical analysis ranging from descriptive methods of comparing mean values of variables to the complex modelling technique of PLS-PM it was demonstrated that besides the numerous similarities in how Hungarian and foreign employees evaluate these factors, there were considerable differences too. On the other hand, it has also been shown that complex modelling techniques such as PLS-PM can reveal underlying mechanisms which are not inferable from descriptive statistics or correlation tables. To the best of our knowledge nationality differences as they affect SM has not been examined before. As the use of PLS-PM for the optimization of SM interface has not been used either our study definitely adds value to existing literature.

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Authors' contact details

Gabor Hetenyi, Fritz-Bauer Str. 13, 81249 Munich, Germany gaborhetenyi@yahoo.com, (+49 176 80459661), University of Debrecen Károly Ihrig Doctoral School of Management and Business, H-4032 Debrecen, Böszörményi street 138.
Dr. med. Magdolna Szilasi, PhD, University of Debrecen Doctoral School of Health Sciences (Preventive Medicine and Public Health Program) University of Debrecen, H-4032 Debrecen, Nagyerdei street 98. (+49 176 80448183), drmagdolnaszilasi@gmail.com
Dr. Attila Lengyel, PhD. Szolnok Campus of Debrecen University, Szolnok, Tiszaligeti sétány 14, Department of Tourism and Catering Management, University of Debrecen, Hungary, Böszörményi street 138, 4032, guszfraba@gmail.com
Prof. Dr. Edit Szűcs, Dean of Faculty of Engineering, Rector's Commissioner for Quality Assurance, University of Debrecen Faculty of Engineering, H-4028 Debrecen Ótemető u. 2-4. (+36 20 455-7558), edit@eng.unideb.hu