INTRODUCTION

- I was born in Romania
- As child i was already spending a lot of time helping my family with agriculture

SCHOOL & STUDIES

Veterinary highschool (Romania)

Agricultural technical school (Hungary)

Agricultural school (Denmark, Dalum Landbrugsskole)

LANGDYSSEGARD

Møldrup

1200 sows

8000 klima pig

450 ha field

COWORKERS:
Danish
Hungarian
Ukrainian

ENCOUNTERED DIFFICULTIES

Arriving in Denmark => through a Hungarian School
Danish school => poor language skills
Workplace => poor language skills
Danish people => understanding and getting to know the culture, and the behavior of a foreing country

HOW I BECAME A FARM MANAGER

- Arrived as the last worker to the farm
- Poor language skills
- Not with the most experience
- Greatest diligence
- Paying attention to everything
- Fast learning

DEBRECZI ZSOMBOR TAMÁS, manager,

DANISH PEOPLE

➢ Distance keeping
➢ Generally difficult to make friendship
➢ Almost no chance for friendship at workplace

ADVANTAGE

DISADVANTAGE

✓ easier to sustain the boss-worker relationship

X colder relationship among workers

✓ easier to quit

FOREIGN PEOPLE

➢ Easily friendship
➢ More friendly than danish people

ADVANTAGE

DISADVANTAGE

✓ get used to the job quickly
✓ good mood at work
✓ formation of friendly relations

X more difficult control
X work sharing
X more difficult conflict management
X more difficult job changes
X difficult separation

DEBRECZI ZSOMBOR TAMÁS, manager,

EMPLOYMENT RELATIONSHIP
between different nations

Danish boss <=> Danish worker
Danish boss <=> Foreing worker
Foreign boss <=> Foreign worker
Foreign boss <=> Danish worker

Aspects analyzed
Respect, Trust, Accuracy, Cooperation, Conflict management

EMPLOYMENT RELATIONSHIP between different nations

	Danish Danish Boss Employee	Danish Foreign Boss Employee	Foreign Foreign Boss Employee	Foreign Danish Boss Employee
Respect	✓ ✓			
Trust				
Accuracy				
Cooperation				
Conflict management				
Feedback				

➢ Respect each other
➢ Foreigners should learn from them (including me)

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Danish Employee	Danish Boss Foreign Employee	Foreign Boss Foreign Employee	Foreign Boss Danish Employee
Respect	✓ ✓	✓❓ ✗❓		
Trust				
Accuracy				
Cooperation				
Conflict management				
Feedback				

➢ Most of danish people respect the foreign people
➢ Depends of that worker
➢ The most foreing worker show respect

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Danish Employee	Danish Boss Foreign Employee	Foreign Boss Foreign Employee	Foreign Boss Danish Employee
Respect	✓ ✓	✓❓ ✗❓	✗❓ ✗	
Trust				
Accuracy				
Cooperation				
Conflict management				
Feedback				

➢ Greatest experience
➢ Depends of worker
➢ Worker do not show respect
➢ Very few
➢ It is late

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Danish Employee	Danish Boss Foreign Employee	Foreign Boss Foreign Employee	Foreign Boss Danish Employee
Respect	✓ ✓	✓? ✗?	✗? ✗	✓ ✗
Trust				
Accuracy				
Cooperation				
Conflict management				
Feedback				

➢ We respect them
➢ There are few such jobs
➢ There are few dan workers who accept the foreign boss
➢ He respect for my work

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✅	✅	✅ ❓	❌ ❓	❌ ❓	❌	✅	❌
Trust	✅	✅						
Accuracy								
Cooperation								
Conflict management								
Feedback								

➢ They trust in each other
➢ Habit of envios
➢ Easier work
➢ No control

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✔️	✔️	✔️?	✖️?	✖️?	✖️	✔️	✖️
Trust	✔️	✔️	✔️?	✔️?				
Accuracy								
Cooperation								
Conflict management								
Feedback								

➢ Variable
➢ Depends of the people (worker)
➢ Is true vice - versa

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗		
Accuracy								
Cooperation								
Conflict management								
Feedback								

➢ Bad habit
➢ For both of them
➢ It develops a lot
➢ Own experience

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy								
Cooperation								
Conflict management								
Feedback								

➢ I think it works well enough

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓						
Cooperation								
Conflict management								
Feedback								

➢ Perhaps I like it the most
➢ I have developed a lot in this field
➢ Perhaps they are too accurate, and that is not the best way (for working)

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗				
Cooperation								
Conflict management								
Feedback								

➢ They are conflicts
➢ There is good things
➢ The foreign worker is more flexible

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗		
Cooperation								
Conflict management								
Feedback								

➢ We want to be accurate already
➢ It is not easy

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✅	✅	✅ ❓	❌ ❓	❌ ❓	❌	✅	❌
Trust	✅	✅	✅ ❓	✅ ❓	❌	❌	✅	✅ ❓
Accuracy	✅	✅	✅	❌	✅ ❓	❌	✅ ❓	✅
Cooperation								
Conflict management								
Feedback								

➢ it's easier here

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✔	✔	✔ ?	✗ ?	✗ ?	✗	✔	✗
Trust	✔	✔	✔ ?	✔ ?	✗	✗	✔	✔ ?
Accuracy	✔	✔	✔	✗	✔ ?	✗	✔ ?	✔
Cooperation	✔ ?	✔ ?						
Conflict management								
Feedback								

➢ It is efficient

➢ Not the best atmosphere

➢ Everyone works for themselves

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss / Danish Employee		Danish Boss / Foreign Employee		Foreign Boss / Foreign Employee		Foreign Boss / Danish Employee	
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓				
Conflict management								
Feedback								

➢ Works well
➢ Good feedback
➢ A lot of foreign worker

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✅	✅	✅ ❓	❌ ❓	❌ ❓	❌	✅	❌
Trust	✅	✅	✅ ❓	✅ ❓	❌	❌	✅	✅ ❓
Accuracy	✅	✅	✅	❌	✅ ❓	❌	✅ ❓	✅
Cooperation	✅ ❓	✅ ❓	✅	✅	✅	✅ ❓		
Conflict management								
Feedback								

➢ It works well
➢ Efficient
➢ Good spirit

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Danish Employee	Danish Boss Foreign Employee	Foreign Boss Foreign Employee	Foreign Boss Danish Employee
Respect	✔️ ✔️	✔️❓ ✖️❓	✖️❓ ✖️	✔️ ✖️
Trust	✔️ ✔️	✔️❓ ✔️❓	✖️ ✖️	✔️ ✔️❓
Accuracy	✔️ ✔️	✔️ ✖️	✔️❓ ✖️	✔️❓ ✔️
Cooperation	✔️❓ ✔️❓	✔️ ✔️	✔️ ✔️❓	✔️ ✔️❓
Conflict management				
Feedback				

➢ It works well
➢ There is progress to be made

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✅	✅	✅ ❓	❌ ❓	❌ ❓	❌	✅	❌
Trust	✅	✅	✅ ❓	✅ ❓	❌	❌	✅	✅ ❓
Accuracy	✅	✅	✅	❌	✅ ❓	❌	✅ ❓	✅
Cooperation	✅ ❓	✅ ❓	✅	✅	✅	✅ ❓	✅	✅ ❓
Conflict management	✅	✅						
Feedback								

➢ Little respect, reliability, accuracy
➢ Fast management of conflicts
➢ Fast getting over

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓	✓	✓ ?	✓	✓ ?
Conflict management	✓	✓	✓	✗				
Feedback								

➢ Not so many
➢ No respect, reliability, accuracy
➢ Danish boss forgets fast
➢ Foreign worker forgets harder

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓	✓	✓ ?	✓	✓ ?
Conflict management	✓	✓	✓	✗	✗	✗		
Feedback								

➢ Very hard management
➢ It lasts long time
➢ No acceptance for/from the other side

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✔	✔	✔ ?	✘ ?	✘ ?	✘	✔	✘
Trust	✔	✔	✔ ?	✔ ?	✘	✘	✔	✔ ?
Accuracy	✔	✔	✔	✘	✔ ?	✘	✔ ?	✔
Cooperation	✔ ?	✔ ?	✔	✔	✔	✔ ?	✔	✔ ?
Conflict management	✔	✔	✔	✘	✘	✘	✘ ?	✔
Feedback								

➢ Variable
➢ From danish side is easier and faster
➢ From foreign side is harder

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓	✓	✓ ?	✓	✓ ?
Conflict management	✓	✓	✓	✗	✗	✗	✗ ?	✓
Feedback	✗ ?	✗ ?						

➢ Not working
➢ Very few
➢ Danish don't need it
➢ It would need much more

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓	✓	✓ ?	✓	✓ ?
Conflict management	✓	✓	✓	✗	✗	✗	✗ ?	✓
Feedback	✗ ?	✗ ?	✓ ?	✓				

➢ Works better
➢ Foreigner needs it very much
➢ Not so much, there is need for more

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss Employee	Danish	Danish Boss Employee	Foreign	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓	✓	✓ ?	✓	✓ ?
Conflict management	✓	✓	✓	✗	✗	✗	✗ ?	✓
Feedback	✗ ?	✗ ?	✓ ?	✓	✓ ?	✓ ?		

➢ A lot of good feedback
➢ But not enough

EMPLOYMENT RELATIONSHIP between different nations

	Danish Boss	Danish Employee	Danish Boss	Foreign Employee	Foreign Boss	Foreign Employee	Foreign Boss	Danish Employee
Respect	✓	✓	✓ ?	✗ ?	✗ ?	✗	✓	✗
Trust	✓	✓	✓ ?	✓ ?	✗	✗	✓	✓ ?
Accuracy	✓	✓	✓	✗	✓ ?	✗	✓ ?	✓
Cooperation	✓ ?	✓ ?	✓	✓	✓	✓ ?	✓	✓ ?
Conflict management	✓	✓	✓	✗	✗	✗	✗ ?	✓
Feedback	✗ ?	✗ ?	✓ ?	✓	✓ ?	✓ ?	✓ ?	✗

➢ Not the best
➢ Danish accept harder the foreigner

EMPLOYMENT RELATIONSHIP between different nations

	✅	✅❓	✖	✖❓
Respect	3	1	2	2
Trust	4	2	2	0
Accuracy	4	2	2	0
Cooperation	5	3	0	0
Conflict management	4	0	4	
Feedback	1	3	3	1

Coorporation
Trust → 1st place
Accuracy → 2nd place   could be better
Respect
Conflict
management → 3rd place   needs a lot of work
Feedback

DIFFERENCES BETWEEN FOREIGN WORKERS

When did they arrive in Denmark?
1 => 10-15-20 years ago
2 => 0-1-2 years ago

1 => they have integrated, family foundation, got to know
     the country
2 => foreigners, they don't know the country, the habits
     and the work-morale

DIFFERENCES BETWEEN FOREIGN WORKERS

Why did they come to Denmark?
1 => Learning
2 => Working (for income)
3 => to establish a family and live here in the hope of
    a better life

DIFFERENCES BETWEEN DANISH AND FOREIGNER WORKERS

Danish: - experienced
- flexible (place of work)
- don't get attached to working place

Foreigner: - less experienced
- get attached to working place
- get attached to the city/village
- flexible at work (extra hours, weekend working, coworkers)

THANK YOU FOR YOUR ATTENTION

Questions?