

## Abstracts of the articles

**Borbély-Pecze, T. B.**

### **CAREER DEVELOPMENT IN AN INTERDISCIPLINARY APPROACH**

Career development support is about progressing in the professional part of your life. Every career is accompanied by decision situations, opportunities seized or missed, to which we respond according to our increasing or decreasing security and the resources available to us. Both the theory and everyday practice of career guidance and counselling are constantly working with the concept of decision, which is put into a life-course perspective. Thus, every decision has a past, a present and a projected future time dimension. In Europe and in Hungary, the training and further training of guidance counsellors is typically interdisciplinary. At the same time, each discipline has a different perspective on decision-making and the issues it raises, while the results of each discipline have an impact on the other. In this paper, I explore three concepts; a) decision making, b) life course and c) the decision-related issues of each discipline. This article draw the reader's attention to aspects that can be taken into account in the training and practice of counsellors.

**Éva Szamosi – Sára Csillag**

### **„THERE IS A THIN LINE BETWEEN ETHICAL RULES AND WANTING TO HELP” HUNGARIAN LEADERS' VIEW ON ETHICAL LEADERSHIP**

In the 21st century, there has been a paradigm shift in management science (Bakacsi, 2019; Ujhelyi 2019). While management used to focus only on the leader, today it also focuses on the employees, the culture, the working conditions and the followers (Ujhelyi, 2019). This new approach can raise ethical questions and dilemmas for management. This article explores the topic of ethical leadership and seeks to answer what ethicality means for managers and what ethical dilemmas women and men managers may face. Based on interviews with ten leaders, the study shows what the interviewees believe an ethical leader should have in terms of characteristics and behavioural patterns, and also highlights that while there is an identifiable difference between female and male leadership styles (Eagly, & Johannesen-Schmidt, 2001; Eagly et al., 2003; Csehné Papp, 2015; Somlai, 2019), this difference is not sharply reflected in relation to ethical leadership. Examining ethical dilemmas in leadership, it is the decisions related to employees that pose the greatest difficulties, where the principle of fairness most often conflicts with other factors. The research is an exploratory study, which reveals patterns in the interviews and draws conclusions from them.

**Melinda Pózner Beáta – Anita Kozák**

### **CURRENT HR PROBLEMS AMONG DOMESTIC ENTERPRISES: EXCESSIVE SALARY EXPECTATIONS, TURNOVER, HOME OFFICE AND OTHERS**

Attracting the low-staffing Generation Z workers entering the market today is a challenge for companies. In our country, the shrinking labour market is characterised by high turnover and the retirement of a large number of older workers. The inflation and rising wage demands are putting organisations under double pressure. In such a context, it is important to understand what the most important HR challenges are and how domestic organisations are trying to respond to them.

The study seeks to answer these questions through a primary survey of 127 HR professionals and managers. The data were analysed using SPSS statistical software, non-parametric tests and cross-tabulation analysis (Chi-square) in addition to descriptive statistics methods. The results show that, despite the wage increases implemented, real wages decreased by 8% in 2023. The 8-12% turnover rate considered optimal is twice as high for large firms and one and a half times as high

for SMEs. On average, the cost of replacing intellectual workers is almost 50% higher than replacing physical workers, and with the cost of turnover for SMEs averaging 6 months' wages. Only 42.5% of the surveyed organisations conduct exit interviews and only 13.4% conduct stay interviews.

**Velky Siomara Baez Salazar – Tamás Vámosi**

#### **IMPROVEMENT OF EMPLOYABILITY THROUGH COMPLEX SERVICE PRACTICES IN COLOMBIA**

The study presents a Colombian best practice that was developed in response to market needs, focusing on the improvement and development of employability in a complex sense. The research shows the positive outcomes of these services in a broader sense: what are the needs and interests that are formulated in connection with them, what kind of economic and labor market environment affects their formulation, and what content elements are provided during the process. The presentation of the services developed with a process approach unfortunately also presents us with a situation of where the institutional system, which has a strong influence on the Hungarian labor market and is predominantly state-owned, should develop.

**Ervin István Markó – Anita Kozák**

#### **ARE THEY REALLY WORKING PROPERLY?**

#### **EXAMINING THE CORRELATIONS BETWEEN HOME OFFICE WORK AND ORGANISATIONAL CITIZENSHIP**

The aim of this article is to present the context of home office and organisational citizenship behaviour based on the results of a questionnaire survey of 731 respondents. Three different groups of employees were distinguished: full home office workers (those who spend 80% or more of their working time in the home office); hybrid workers (those who spend less than 80% but at least 20% of their working time in the home office) and presence workers (those who spend less than 20% of their working time in the home office). The findings of the studies show that, for Organ's 5-dimensional OCB model, those working in the full-time home office are the most courteous; those working in the presence group are the most conscientious about their job duties; sportsmanship in the hybrid setting, while civic virtue in the presence group and altruism in the home office show the most favourable results.

The study evaluates the dimensions of organizational citizenship for employees employed in different forms (home office, hybrid and presence) and draws attention to the fact that working at home or in hybrid may reduce employee conscientiousness probably due to the phenomenon of cyberslacking.

**Tamás Markó – Csaba Otti**

#### **RPA IN HR – HOW TO USE IT AND WHAT TO PAY ATTENTION TO**

The aim of our study was to introduce RPA to HR professionals and to provide them with tangible knowledge that can be quickly integrated into their daily work, relieving them of administrative burdens. In our research, we therefore sought answers to questions such as what RPA can do as a tool in HR organisations, what are the most important conditions that a task must meet in order to be suitable for automation by RPA, how prepared today's HR organisations are to use RPA in their processes, and how much acceptance there is among Hungarian HR staff for the introduction of RPA. In our secondary research, we reviewed the conceptual framework of international literature, definitions and usability of RPA, and the role of the tool in the HR technology environment. In our primary research, we surveyed the attitudes of Hungarian HR professionals towards the technology through a questionnaire and analysed the responses through interviews with experts.

**Tamás Kucsera**

**CAREER STARTERS AND THEIR OPPORTUNITIES IN THE LABOUR MARKET, AGE AND EDUCATION AS AN INFLUENTIAL FACTORS**

In the labour market there is a constant change among the workforce. The new workers always bring some kind of freshness to the labour market. They have different demands compared to previous employees. To understand the labour market which is growing in a rapid and continuously way, first we have to find the different needs of current employees. A newly qualified potential employee faces many difficulties. Career choices, deadlines, job search. These are just a few examples of what a young worker at the doorstep of the labour market has to deal with. These can often last for days, weeks, months, and uncertainty remains. They have limited opportunities in the labour market, as they have little or no work experience due to their age.

I also consider job satisfaction in the labour market to be an important and topical issue. Organisations need to retain and encourage their employees to be productive and competitive. However, the company must value not only its young employees, but all its employees by meeting their different needs. Management has a particularly important role to play here, and must be up to date with both the incentive and retention processes. In my thesis, I am analyzing ways to satisfy employees of different ages, especially Generation Z employees.