

Abstracts of the articles

Zsolt Kőműves – László Pálmai – Petra Kovács-Kósa – Gábor Szabó-Szentgróti: ANALYSIS OF GENERATIONAL DIFFERENCES IN THE COMPETITIVE SECTOR

Today, generational differences are present in almost every workplace, and their effects are palpable. Of course, we cannot claim that we all have the same characteristics and priorities based on our dates of birth, but in many cases we can observe that members of different generations react in a similar way to a given situation. In the labour market, four generations can be distinguished, the oldest being the Baby Boom generation, followed by Generation X, then Generation Y and finally Generation Z. In our primary research, we used a questionnaire we designed to investigate the factors that influence the work of each generation. In the quantitative research, we analysed the responses of 232 respondents and drew causal links. The research found that job satisfaction and satisfaction with the workplace climate are more pronounced for Baby Boomers and Generation X than for younger Generations Y and Z. It was also found that the Baby Boom generation is motivated by good relationships with colleagues, they like to work in a good team and if there are conflicts with colleagues this has a negative impact on their work performance. For Generation X, treating people well was the top motivating factor. Communication problems have the most negative impact on their performance. Generation Y is motivated by appreciation and can also become demotivated if there are communication problems. The youngest generation Z is highly motivated by good information flow and is negatively affected by poor working conditions.

Judit Török-Kmoskó – Krisztina Dajnoki: EFFECTS OF THE „JOB HOPPING” PHENOMENON

“Job hopping”, or the phenomenon of frequent job changes, is becoming more and more prevalent in the labor market. This process can be advantageous for employees in terms of professional and personal development, but it also poses challenges for employers. Therefore, the “job hopping” phenomenon has an impact not only on employees but also on employers, making it important to understand its characteristics and effects on the labor market. The aim of the study is to provide a comprehensive overview of the definition, frequency, effects, and causes of “job hopping” based on domestic and international literature. We aim to describe the “job hopping” phenomenon’s advantages and disadvantages and shed light on how job changes affect employers’ personnel policies. We provide insight for employers, job seekers, and decision-makers to better understand the phenomenon of “job hopping” and its potential consequences, as well as to seek answers to how the motivations of different generations affect job turnover.

Sándor Kőműves Zsolt – József Poór – Arnold Tóth – Gábor Hollósy-Vadász: THE RESPONSES TO THE LABOR SHORTAGE AND WORKFORCE RETENTION STRATEGIES BASED ON OWNERSHIP BACKGROUND AND ORGANIZATIONAL SIZE

In this study, it is presented the Hungarian results of an international research conducting in V4 countries. The aim of this research is to examine organizational responses to labor shortages and workforce retention strategies based on organizational size and ownership characteristics of responding organizations. During the investigation, it has been tested four hypotheses on the sample of 383 organizations (companies and institutions) from Hungary. Based on our H (1) hypothesis, organizations differ according to their size in terms of the methods they use to retain their workforce. Due to our hypothesis H (2), organizations differ according to their size, in terms of which factors contribute to the development of labor shortages in which jobs. Based on our hypothesis H

(3), organizations differ according to the form of ownership, in what tools they use to retain the workforce. Based on our hypothesis H (4), organizations differ according to the form of ownership, in terms of which factors contribute to the development of labor shortages in which jobs.

Roland Filep – Krisztina Dajnoki – Edit Barizsné Hadházi:

EMPLOYEE SATISFACTION IN THE LIGHT OF THE BALANCED SCORECARD DIMENSIONS

Employee satisfaction is of particular concern to actors in the academic and business spheres due to the increasing value of the workforce, so its investigation is a very topical issue. The novelty of our study within this highly researched area is that the studies so far have not analyzed the correlation of employee satisfaction with the elements of the complex indicator system of the Balanced Scorecard (hereinafter: BSC). The sales revenue and profit of the organization provide information about the past. By applying the BSC, however, the analysis of the organization becomes more complete with present-oriented indicators such as customer/employee satisfaction, optimization of learning and work processes, as well as future-oriented indicators such as the need for development and the ability to change. We aimed to examine the relationship between employee satisfaction and other dimensions of the BSC by performing a regression analysis. Among our sub-goals was the discovery of whether there is the closest connection with the past, present, or future-oriented elements of the BSC. We conducted primary research by questionnaire among the organizations belonging to the SME category in the North Great Plain region. Based on the results, in order to achieve higher employee satisfaction, it is especially reasonable for managers to place greater emphasis on current customer satisfaction, the work processes operating at the organization, and the level of learning, which can have a positive effect on the attraction and retention of employees.

Lilla Csástyu – Tamás Vámosi – Gyöngyvér Vámosiné Rovó:

RELATIONSHIPS BETWEEN LABOR MARKET EXPECTATIONS, CARRIER ORIENTATION AND CREATIVITY

The purpose of this study is to map and briefly present the importance of creativity as an ability for young people and its utilization in the world of work. In our opinion, the higher the level of creativity of the individual, the easier it is to find a job and the commitment to work, as well as the joy found in it. The question arises as to how much flow presents in the training processes, and how much the individual can grasp a realistic picture of himself in the aspect of career orientation processes. The existence of joy and flow as a current is a fundamental key issue for young people, due to the appreciation of the competence set and its role in employability. For this reason, the use of the joy-based pedagogic model in education should be emphasized, as it can be used to enhance creativity and the situation of flow can be experienced by young people even in the case of training processes. Innovative and creative thinking is one of the most important competences in today's modern labor market.

Péter Bárkányi:

TEN YEARS OF THE STIPENDIUM HUNGARICUM PROGRAM IN THE PERSPECTIVE OF THE RELATIONS BETWEEN HUNGARY AND CENTRAL ASIA

Over the past decade, the Stipendium Hungaricum Program (SHP) has played a growing role in strengthening Hungarian-Central Asian relations, with particular emphasis on the importance of Hungarian knowledge diplomacy in the region. This study adopts a two-pronged approach, consisting of a literature review of relevant scholarly publications on knowledge diplomacy, as well as an analysis of the SHP to identify specific characteristics. The results are presented through a

descriptive analysis that aims to demonstrate how the SHP, as a cultural and educational exchange program, contributes to the development of Hungarian-Central Asian relations in order to achieve the goals of the Eastern Opening Strategy, with special attention to its potential impact on the labor market.

**Bors Tibor Borbély-Pecze – Mariann Borbély-Pecze:
THE BIG GREEN TRANSFORMATION ON THE LABOR MARKET**

The green transition cannot happen without “green talent” – workers with the skills required by a greener economy. While change is already underway, the green transition will change the demand for skills, jobs or specific goods faster than the market can adapt. Consumer preferences are changing and the market is responding, but much of this change is due to policies that will take effect in the short term. Whether its new regulation of construction or production processes, taxes on carbon emissions or land-use planning reform, all will change the way people live, work, produce and consume.

The OECD’s recent publication, titled the *‘Job Creation and Local development 2023. Bridging the Great Green Divide’* explores this burning issue. In this review in Hungarian, we present the main findings of the volume.