

## Abstracts of the articles

**Balázs Darnai – Ágnes Kotsis – Krisztina Dajnoki**

### **SILVER WEDDING OR DIVORCE: THE RELATIONSHIP BETWEEN THE BALANCED SCORECARD AND THE RENEWED EFQM 2020 MODEL**

For several decades, management research has shown a clear synergistic relationship between the earlier version of the EFQM model and the Balanced Scorecard (BSC), particularly in strategic management, performance management and performance measurement. However, the EFQM 2020 update has introduced significant changes in the structure and focus of the model that have the potential to deepen these links further. Our research hypothesises that new elements of the EFQM 2020 model, such as the increased emphasis on sustainability and stakeholder engagement, may strengthen the strategic management functions and performance measurement dimensions also represented by the BSC. To demonstrate this, we conduct a systematic literature review comparing the links between the EFQM 2020 model and the BSC with those found in previous models. This paper aims to explore and confirm the relationship between the European Foundation for Quality Management (EFQM) 2020 model and the Balanced Scorecard (BSC). The results outline how modifications to the EFQM model present new opportunities and challenges for organisations aligned with the BSC. In addition to contributing to the knowledge of management theory, the results may provide practical guidance to organisations on effectively applying the two models to achieve their strategic and operational goals. At the end of the research, we synthesise the lessons learned and make recommendations for further research directions and improvements in management practice.

**Csaba Otti – Szilvia Szabó – András Fehér**

### **APPLYING AI IN HR FOR THE PRESENT AND THE FUTURE**

Artificial intelligence (AI) is revolutionising the field of human resource management (HR). This paper provides a comprehensive picture of the current and future applications of AI in HR, with a special focus on the Hungarian situation. The research provides a literature review and a practical approach to position the use of AI in the field of HR. Results show that AI has a significant impact on recruitment, performance management, employee experience and HR administration. The paper discusses the use of large language models (LLM) and predictive models, and the potential of AI based roistering. It also addresses the challenges of implementing AI, including ethical issues and the role of the human factor. The research highlights how the use of AI can increase the efficiency of HR processes and enable HR professionals to play their strategic role in organisations effectively. The study concludes that the successful integration of AI into HR is key to shaping the workplace of the future, but that it is also essential to strike the right balance between human and machine intelligence.

**Roland Filep**

### **CHALLENGES OF TRANSFORMATIONAL LEADERSHIP**

The transformational leadership style, which has numerous positive effects on employees, could be the key to sustainable success if its potential drawbacks are mitigated. The literature describes it as the most effective and efficient style, yet its challenges receive relatively little attention. My aim is to examine whether the rarely mentioned downsides in empirical research are also present in Hungarian SMEs. Based on the correlation and t-test results within the sample, it is promising that employees do not overly rely on the leader's network and tend to build their own connections. However, leaders fall short in managing stress, which can be a significant disadvantage in a

challenging environment. Furthermore, when celebrating the organization's successes, leaders do not emphasize enough that these are achieved together with employees, often attributing the results disproportionately to themselves.

**József Poór – Judit Garamvölgyi – Katalin Szabó – Sándor Kőműves Zsolt**

**COMPARING HR PRACTICES IN HUNGARIAN AND AUSTRIAN ORGANIZATIONS AMID COVID-19: FINDINGS FROM THE 2021-2022 CRANET RESEARCH**

An important merit of the international Cranet HR research network, which goes back more than four decades, is that it highlighted the crucial effects of the national environment on HR systems. In our current article, we examine the similarities and differences of HR practice in Austria and Hungary based on the data of the ninth global HR survey conducted during the Covid-19 global epidemic. Within the narrow framework of our article, we were only able to cover the comparative examination of the most important HR characteristics. Based on our indicated investigation, it can be said that based on most general socio-economic indicators (GDP, GNI, population, per capita wage data, productivity indicators, etc.) we are indeed at a significant disadvantage. Regarding the various HR characteristics, the picture is much more nuanced. Among the variables in the Cranet database, in our study we used variables showing the ownership characteristics of the companies, the size of the company, the existence of HR departments, the gender distribution of HR employees, the costs spent on training, and the number of employees per HR employee to support our hypotheses.

**Anita Kozák – Laura Szabó**

**ANALYSIS OF ORGANISATIONAL FACTORS THAT INFLUENCED THE EMPLOYEE EXPERIENCE**

Nowadays, employee experience has become a pillar of work design in experiential organisations. Based on the results of a systematic literature review, the aim of this study is to identify the organizational factors that can enhance employee experience in an organization. Most organisations are in the initial stages of implementing employee experience. Many are trying to understand the concept and integrate it into the organization. Based on the results of the study, employee experience is most related to leadership, organizational culture, development/training, and work environment as organizational factors.

**Lotti Kreizingerné Richter**

**RETENTION IS THE NEW RECRUITMENT – BUILDING LOVEABLE WORKPLACES WITH COMMITTED EMPLOYEES**

As a result of the high inflation environment, it is common that employees are looking for new positions with more attractive compensation packages. Today's employees are more aware and have more mobility regarding their jobs, so they are willing to change their positions if those don't meet their expectations. Employers struggle with the rising wage demands, and in this economic environment it is hard to be attractive for the jobseekers and retain their employees. Retention, as a part of the HR strategy is becoming more and more significant, as it is not only cheaper than the recruiting, but improves the company culture, and the atmosphere as well. Employee motivation, commitment, well-being, employer branding, retention. In this thesis you can read about my researches on these very actual topics. I show you, what today's employees are looking for, and what makes workplaces loveable. I provide you a toolkit for well-being and retention strategies in order to have a loveable workplace, for the purpose of improving retention rate. Employees who feel comfortable at work do not think about quitting.

**Enikő Varga-Felföldi**

**CURRENT TRENDS IN WORKPLACE HEALTH PROMOTION**

Over the past decades, there has been a growing perception in public -, church-, local government and market employment that workers represent significant value. At the same time, there is a growing commitment to healthier workplaces and an increasing importance for companies to prioritise the health and well-being of workers. At the same time, the role of technology is growing in promoting health in the workplace, including through the development of teleworking opportunities and the dissemination of health apps. At the same time, the focus remains on supporting mental health to reduce work-related stress and improve the psychological well-being of workers in the long term. Below we detail the current trends that are shaping this dynamic field at national and international level.

**Réka Leinemann**

**IS ARTIFICIAL INTELLIGENCE TAKING OUR JOBS? – THE FUTURE OF WORK, THE WORK OF THE FUTURE**

The advent of new technologies, from the dawn of humanity, has evoked a dual emotion in people, one of excitement and hope, and one of anxiety about change and an uncertain future. In the 21st century, the explosive development of artificial intelligence, in particular the spread of large language models, has opened up new dimensions in the world of work, raising questions about the future of the workplace and human empowerment.

The aim of my thesis is to explore and analyse the implications of the rapid development of artificial intelligence for the labour market, for knowledge workers and for human resource management. In my research, I paid particular attention to understanding how workers and HR professionals perceive the presence and use of AI and large language models in the workplace.

Although accurately predicting the future is an impossible task, this does not mean that we cannot try to interpret trends in the present and their possible consequences. Curiosity is what drives society forward, inspiring scientific discovery and technological progress. Thinking about the future is not about seeking certainty, but about understanding possibilities and preparing for change. And this approach is becoming increasingly important for all HR professionals and employees.