

## Abstracts of the articles

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**TRENDEK, TENDENCIÁK ÉS PARADIGMAVÁLTÁSOK AZ EMBERIERŐFORRÁSOK MENEDZSELÉSE TERÜLETÉN**

There have been many significant changes in human resource management (HRM) in recent years. This paper takes a multi-faceted approach to the subject. We start from the paradigm shifts and then relate to this by examining the transformation of HR from several angles. We review the changing roles of HR, the impact of different forms of ownership (domestic private, foreign private and public) and the transition to capitalism on the development of HR, and then outline our assumptions about the future of HR.

**Imola Cseh Papp – Zsuzsanna Surinyane Kis**  
**CULTURAL ADAPTATION IN THE WORKPLACE: INTERPRETING HOFSTEDE'S DIMENSIONS IN A PROFESSIONAL CONTEXT**

Cultural adaptation in the workplace plays a crucial role in the integration and productivity of international professionals. Hofstede's cultural dimensions theory provides a framework for analyzing how cultural differences influence professional behavior, leadership styles, and workplace dynamics. This study offers a secondary analysis of existing empirical findings, focusing on the implications of power distance, uncertainty avoidance, individualism vs. collectivism, and long-term vs. short-term orientation in workplace adaptation. These dimensions shape communication styles, decision-making processes, and professional expectations, which can either facilitate or hinder cultural integration.

Existing research highlights key adaptation challenges: professionals from high power distance societies may struggle in low power distance workplaces, where employees are encouraged to challenge authority. Similarly, employees from high uncertainty avoidance cultures may find it difficult to adapt to flexible work environments. The review also explores individualistic versus collectivist workplace expectations and the role of long-term versus short-term orientation in professional goal setting.

This paper is limited to a review of the literature and an exploration of the theoretical background.

**Csaba Otti – Éva Lilla Törjék-Szabó**  
**ORGANIZATIONAL MOBILITY AND INTERNAL CAREER MANAGEMENT**

This study investigates the role of organizational mobility and internal career management in relation to employee satisfaction, burnout prevention, and turnover reduction. A quantitative survey was conducted among active employees in Hungary using a structured online questionnaire. The results indicate that internal mobility, transparent information flow, and personalized career planning significantly contribute to employee engagement and development. Notably, 93.3% of respondents at least occasionally consider changing positions, while 74% believe that internal job changes reduce the risk of burnout. The study found positive correlations between the transparency of information flow and satisfaction with career development, as well as between organizational support and the provision of development opportunities. Addressing generational differences, supporting lifelong learning, and embracing digitalization are identified as key factors in contemporary career management. Furthermore, 81.7% of participants expressed openness to the implementation of a digital program supporting internal mobility. The study recommends the

development of internal career programs to foster long-term employee retention, prevent burnout, and enhance organizational adaptability in a rapidly changing labour market.

**Mariann Borbély-Pecze**

**YOUNG PEOPLE IN A POST-PANDEMIC WORLD. OVERVIEW BASED ON THE EUROFOUND 2024 REPORT**

During the pandemic, many young people had to adjust their plans for the future. Although the labour market situation of young people at the end of 2023 was better than in recent years, they still face many obstacles on their path to independence. This report draws on recent survey data from Eurofound to explore the lives of young people in the EU since the pandemic, with a particular focus on their hopes and plans for the future and the circumstances that may hinder or help them to achieve them. It examines young people's employment and education, financial and housing, mental well-being, and plans for household formation and international mobility. The report also reviews progress in implementing the enhanced Youth Guarantee.

**Tímea Juhász – Krisztina Inczédy**

**WHAT HARD SKILLS ARE REQUIRED TO BE SUCCESSFUL IN SAP AND WHY STUDY SAP? THE OPINION OF STUDENTS AT A HUNGARIAN BUSINESS UNIVERSITY**

The aim of this paper is to show what hard skills are needed from the side of the users to successfully run a corporate governance system. The authors present their research results on SAP, one of the most commonly used and the most well-known ERP systems at companies. In 2024, an empirical survey was conducted at the Faculty of Foreign Trade of the Budapest University of Economics and Business Administration with the participation of 250 students on the success factors of SAP implementation. Students, who are familiar with the use of SAP integrated system because they have been studying the two logistics modules of SAP, MM-SD for at least half a year in the university's practical training framework, participated in the research. Consequently, they use SAP not only in theory but also in practice. Part of the questionnaire survey focused specifically on the hard skills needed to operate the SAP system. The results were analysed by SPSS 28. The research results show that many of the users' hard skills are very much needed, and in this respect the respondents' opinions did not differ according to gender, work experience and prior SAP knowledge.

**Dóra Anna Erdős – Gyöngyi Kántor**

**A STUDY ON THE WELL-BEING OF HR EMPLOYEES**

HR employees face a lot of challenges in their daily lives. They are a crucial part of companies, contributing greatly to the organization's competitiveness, success and efficiency. As a result, they are expected to do a lot, which has a significant impact on their well-being. How can an organization support the growth of HR employees' well-being? A properly functioning comprehensive remuneration management system helps in this.

The well-being of employees working in the HR field is influenced by many factors, be it an inappropriate workplace atmosphere, a bad manager-subordinate relationship or a lot of expectations and challenges.

In addition, in order to maintain well-being, companies (usually) operate a remuneration system.

Our goal is that after learning about the research, companies will put more emphasis on the well-being of employees working in the HR field, on building or rethinking the comprehensive remuneration management system, and on clarifying roles, because of all this, not only the

performance of the employees increases, but also the operation of the organization becomes more efficient.

**Mihaela Ctitor – Szergej Vinogradov – Csilla Judit Suhajda**

**HUMAN CAPITAL AND JOB SATISFACTION: TRENDS AND INSIGHTS FROM A BIBLIOMETRIC PERSPECTIVE**

This study presents a bibliometric analysis of publications on human capital and job satisfaction indexed in the Web of Science Core Collection between 2019 and 2024. Using bibliometric methods, we examine publication trends, citation impact, keyword co-occurrence, and co-authorship networks. The results indicate an increasing number of publications, with highly cited studies shaping theoretical advancements. Keyword analysis reveals dominant themes such as work engagement, turnover intention, and employee motivation, while emerging topics like remote work and workforce well-being highlight research gaps.

The co-authorship analysis suggests fragmented collaboration networks, with limited international partnerships in this domain. These findings underscore the need for greater interdisciplinary and global research collaboration to enhance knowledge exchange. Given the critical role of human capital in organizational success, our study emphasizes the implications for Human Resources (HR) management, particularly in talent retention, job design, and employee well-being strategies. Strengthening HR policies based on evidence from these research trends can contribute to improved job satisfaction and organizational performance.

This study contributes to the academic field by providing an overview of existing research trends, identifying influential studies, and suggesting future research directions. The results can assist scholars, policymakers, HR professionals, and practitioners in better understanding the dynamics of human capital and job satisfaction research.

**Csilla Csiszer**

**ECOSYSTEM-BASED THINKING FOR DIGITAL NOMADS**

My personal curiosity and professional interest led me to focus my thesis on the topic of digital nomads. I sought a way to remain productive while moving away from the constraints of conventional working hours.

Through these experiences, I came to understand that flexible working arrangements, where I can manage my time and responsibilities independently, are the most inspiring for me. This realization has informed the focus of my primary quantitative research, which explores the lifestyle of digital nomads, particularly from an HR perspective. I am keenly interested in understanding how these individuals maintain a sustainable lifestyle in the long term. In addition to this, I conducted qualitative research involving 9 professionals who are key opinion leaders in the fields of national, regional, or international HR, as well as organizational development. These experts provided valuable insights into the evolving work landscape.

One of the key objectives of my research is to identify the competencies of digital nomads and place them on the competency map for future organizations. The COVID-19 pandemic has undoubtedly accelerated the rise of digital nomads, alongside the increasing prevalence of remote and platform-based organizations, all of which have reshaped the world of work. Following my research, it became clear to me that my ultimate goal is to support organizations in their search for employees who are creative, independent thinkers, and driven to make meaningful contributions through their work.