Abstracts of the articles

Ágnes Kiss – Csilla Molnár – Imola Csehné Papp

EMPLOYEE PERCEPTION OF HUMAN RESOURCE MANAGEMENT PRACTICES SUPPORTING LOYALTY AND RETENTION

The current study examines employees' loyalty and intention to change jobs through their perceptions of human resource management (HRM) practices. Although retention and loyalty are considered as key contributors to economic performance and competitiveness of organizations, little is known about how employees perceive organizational practices in their loyalty, intention to leave and in their choice of workplace selection. Therefore, current research intends to deepen the available knowledge regarding how members of various generations consider intention to stay or leave at a workplace in the context of HRM practices. The survey has been conducted on the sample of 1369 employees in 2023-2024 in Hungary. Quantitative analysis of data has been conducted with statistical methods. Results supported to define that loyalty and intention to change jobs depend on the respondents' age and position, but gender and educational level have no influence on them. The study confirmed that generational affiliation determines which HRM, and onboarding practices are considered important for employees when choosing or staying at a workplace. Results might support further studies of employee perceptions and support organizations in designing HRM practices of integration and retention, thus contributing to the sustainability of labor and economic competitiveness of organizations.

Judit Szenográdi – Katalin Balázs

THE ATTRACTIVENESS-HALO EFFECT IN SELECTION PROCESS

The aim of the present research is to assess the presence of the halo effect in connection with candidate attractiveness in job selection on people who are potentially part of the Hungarian labour market (n=117). We created profiles of four job applicants, which included a short cover letter and a photograph of an attractive or unattractive candidate. The attractiveness-halo effect can be identified through positive attributions which are associated with appearance. Therefore in this study we defined this effect by the extent of association of the candidates' perceived positive attributes. Subjects were asked to select the candidate they considered the most suitable one and to rate each candidate along the attributes provided. The association of positive attributes has a positive effect on the perceived hireability of attractive candidates, and attractiveness indirectly influences perceived hireability through positive attributes. Perceived hireability is independent of the gender of the candidate. Certain job-related personality traits were also examined. Our results suggest that female candidates are perceived as more reliable and helpful regardless of their appearance, but perceived arrogance is confirmed for attractive candidates of both genders. The explicit reasons behind the selection were also assessed. In line with the results above, the attractiveness of the candidate was the most frequent reason.

László Arany – András Popovics Péter

DIGITAL SKILLS IN THE WORLD OF WORK: THE PATH TO DIGITAL MATURITY

The dynamic development of the digital economy and the exponential growth of the role of technological changes in everyday life have fundamentally transformed the expectations placed on employees in the labor market. The aim of this research is to explore and comprehensively analyze the level and extent of digital skills and competencies currently possessed by workers in the modern digital economy, how and how often they use digital tools and digital technology in their free time and at work, and how these affect their workplace efficiency, and their sense of

preparedness and adaptability. The importance of digital competencies has increased, and a lack of them can result in a significant competitive disadvantage in terms of both individual career paths and corporate profitability. Nevertheless, labor market expectations increasingly treat digital literacy as a key and fundamental skill in most areas of the economy. Digital literacy is becoming a necessary condition for employability, and in many positions it is no longer seen as a competitive advantage but as an entry threshold. The research data was processed based on the evaluation of two databases. The primary database contains data from a questionnaire survey compiled by the authors, while the secondary database contains data from the 2022 Hungarian census.

Tibor Szabó – Andrea Pelei – István Tőrcsváry – Petra Benedek
COMPLIANCE AND ETHICAL BEHAVIOUR IN A BUREAUCRATIC ENVIRONMENT

The study presents the growing importance of compliance through compliance management systems. First, we describe the relationship between individual rule-following and compliance, then the relationship between organizational compliance and corporate and social culture. We also examine how compliance is related to bureaucratic coordination, competitiveness, and social responsibility. We illustrate the extent of the state's role in compliance-related activities through examples. We specifically detail the deviations of the internal control system of state-owned enterprises from compliance. One of the main conclusions of the study is that strong bureaucratic coordination drives corporate practice toward formal compliance rather than toward truly responsible and ethical corporate operations.

Krisztina Keresnyei
ONLINE HEALTH PROGRAMS AT WORK: EXAMINING SUCCESS INDICATORS

The aim of this study is to examine the success of workplace online health promotion programs, with a particular focus on mental health support. The research is based on a literature review that analyses international systematic reviews and meta-analyses (e.g., Phillips et al., 2019; Stratton et al., 2022; Armaou et al., 2022; Cameron et al., 2025). The manuscript reviews the evolution of workplace health programs from offline solutions to online interventions, weighing the advantages and disadvantages of online programs. It outlines the strategic decision-making issues and integration scenarios for different levels of solutions. It thoroughly discusses the classification options for online programs from multiple perspectives and, through a specific meta-analysis (Cameron et al., 2025), presents the factors determining success and the success and effectiveness indicators identified in the study. The study draws attention to the methodological limitations of the research.

Ildikó Zimmermann – Tamás Vámosi
EXAMINING THE SET OF COMPETENCIES REQUIRED FOR AN ENGINEERING CAREER FROM THE PERSPECTIVE OF EMPLOYERS AND STUDENTS

In the technological and economic environment shaped by Industry 4.0 and 5.0, higher education has an important role in improving the competency fit present in the labor market and the world of work and functioning as an expectation. An effective tool for this is cooperation between universities and companies, through which higher education can receive feedback on the continuously evolving knowledge and competency needs. The research serving as the basis for the study examines the results of a competency measurement based on the self-reflections of high school students and engineering students studying in secondary and technical higher education institutions in the South Transdanubia region and compares these with the expectations formulated by employers. Its aim is to provide an image of the extent of competency fit and to

contribute to the practice-oriented development of engineering education. The research was conducted within the framework of questionnaire and semi-structured interview data collection. Based on the results so far, it is clear that there are marked differences between the self-reflective results of students and the assessments of employers, and in addition to the further development of professional and technical knowledge, soft skills and learning attitude orientation are crucial for students' success in the labor market. The novelty of the research lies in the fact that it adds a quantitative dimension to the examination of university-company cooperation and provides a quantified assessment of the degree of competence matching. It is important to emphasize that, due to length reasons, this study only reports partial results of the entire research, which form the basis for further investigations.

Szabina Gulyás – Gabriella Szécsi – Orsolya Hebeny-Fuchs
REINTEGRATION FACTORS IN WOMEN'S CAREER PATHS: AN EMPIRICAL STUDY ON THE WORKPLACE EXPERIENCES OF MOTHERS WITH YOUNG CHILDREN

The labor market integration of women raising young children represents not only an individual but also a societal and economic challenge. This study aims to identify the psychological and organizational factors that determine the success or failure of workplace reintegration following childbirth.

An online survey conducted in Spring 2025 included a total of 152 mothers with children aged 0–6 years from Somogy County. The investigation focused on workplace feedback, self-assertion, self-development, career advancement, external recognition, and social comparison. The analyses were made based on reliable psychological scales (Cronbach's alpha: 0.858–0.944). ANOVA results indicated that positive feedback, managerial and collegial support, and self-confidence significantly enhance engagement and career ambitions, while responses to criticism contribute less to sustaining motivation.

The findings suggest that successful reintegration is influenced not only by flexible employment arrangements and organizational support but also by the deliberate planning of self-development and the role of external recognition. The practical implication of this research is that an inclusive workplace culture, targeted training and mentoring programs, and supportive managerial attitudes play a key role in reconstructing professional identity. The study's recommendations can be directly applied to HR strategies, corporate return-to-work programs, and labor policy decisions. This research contributes to advancing gender equality in the labor market and provides effective tools to support the long-term professional advancement of women raising young children.

Dóra Zengő – Péter Renfer
THE IMPACT OF AUTOMATION (RPA, AI) ON THE RECRUITMENT AND SELECTION PROCESS

The aim of this study is to explore the impact of automation (RPA, AI) on recruitment and selection processes. We are looking for the answers that which stages benefit most from automated solutions. The key focus of the research is to analyse how AI and RPA can support these processes and at which points human interaction remains essential.

The research uses both secondary and primary methodologies. First, we introduce the theoretical background through a review of relevant literature. Then, we complete the analysis with survey research and in-depth interviews. Our goal is to develop an overall understanding of the opportunities and challenges automation presents in this field.

The results demonstrate that automation can effectively reduce repetitive, administrative tasks during recruitment, allowing HR professionals to focus on more valuable responsibilities. However, in the selection phase, the human factor remains crucial, as decision making involves skills and intuition that AI cannot fully replace.

In summary, this study highlights that successful automation is not about replacing human roles but rather about enhancing efficiency and smooth processes.