

Abstracts of the articles

Henrietta Bacsó – Vera Alpár

INNOVATIVE DEVELOPMENTS AND FAIR STRATEGIC HR PRACTICES IN THE BUS DRIVER SHORTAGE OCCUPATION

The study presents the background, outcomes, and impacts of a two-year recruitment project aimed at alleviating the labor shortage in the bus driver profession. The research assessed the project's effects using quantitative (questionnaire survey, n = 103) and qualitative (in-depth interviews) methods. The analysis focused on innovative elements of the compensation system: sign-on bonus, rewards for accident-free hours, referral bonus, articulated bus premium, and customer satisfaction bonus. These incentives demonstrably increased entrants' motivation, improved recruitment results, and reduced turnover. The study introduces a self-developed 'HR Justice–Efficiency Model', illustrating how fair HR practices (distributive, procedural, and interpersonal dimensions) are linked to sustainable workforce management. The key lesson of the project is that consciously integrating the principles of fairness provides not only ethical but also efficiency advantages in recruiting for shortage occupations.

Eszter Fülöp Hajnalka

THE ROLE OF ALTERNATIVE DISPUTE RESOLUTION IN LAW ENFORCEMENT

Our study examines the forms of conflict management applied within the Hungarian law enforcement system and seeks to identify the key points where these mechanisms can be improved. The aim is to provide a comprehensive overview of current dispute resolution procedures and to highlight the areas where increased effectiveness is needed. The empirical research is based on a questionnaire survey, interviews with senior officials, and the analysis of an anonymized court decision. The focus of the study is on reshaping the negative perception of law enforcement by outlining the foundations of an organizational development concept. This concept is designed to fit into the hierarchical structure while at the same time creating communication channels based on impartiality and partnership for the future.

Fanni Patai

TEACHERS' LEVELS OF BURNOUT AND STRESS: AN EMPIRICAL STUDY

Teachers' stress and burnout levels have long been a prominent focus of research, as the teaching profession plays a fundamental role in shaping the future of society. The persistent emotional and mental demands experienced in everyday work significantly contribute to the development of burnout syndrome, which affects not only teachers' personal well-being but also the quality of education and teacher–student relationships. The aim of the present empirical study was to examine teachers' levels of stress and burnout, as well as the demographic and professional factors associated with them.

The quantitative component of the study analyzed questionnaire responses from 113 teachers based on a non-representative sample, which was complemented by a qualitative component consisting of semi-structured interviews with five teachers. The results indicated no significant relationship between institution type, gender, or age and stress levels. However, the prevalence of moderate burnout increased with advancing age and greater professional experience.

The interviews revealed nine main thematic areas, including workplace challenges, changes in perceived stress levels, symptoms of burnout, coping strategies, and the role of leadership and organizational support. The findings suggest that teachers regularly experience signs of stress

and burnout, and that adequate support, collegial cooperation, self-reflection, rest, and continuous professional development play a key role in burnout prevention. The study emphasizes that protecting teachers' mental health is a fundamental prerequisite for maintaining the long-term quality of education.

Nikoletta Bokrosné Zlatzky

OPTIMISING HR PROCESSES WITH ARTIFICIAL INTELLIGENCE

Artificial Intelligence has been a high profile topic since 2023, not only as a hot topic but as a technology that offers real solutions to everyday challenges. It is constantly evolving to become more intelligent, adaptive and human-centric, opening up new opportunities for automation and data-driven decision making, which can also offer many benefits in HR.

The aim of my thesis is to explore the potential applications of artificial intelligence (AI) in the field of human resources (HR) in the Hungarian corporate environment. In the course of the research, I examined how AI can support HR processes, including personnel administration, recruitment and selection, job analysis, performance appraisal, training and development, with a special focus on ethical issues and data privacy.

Anita Duló

THE ROLE OF CREATIVITY IN THE FOURTH INDUSTRIAL REVOLUTION

This research examines the role of creativity in the Fourth Industrial Revolution, with a particular focus on the creative capabilities and limitations of artificial intelligence (AI). Its central question is whether AI can replace, complement, or support human creativity and whether it is capable of generating independent creative ideas.

The research employs both secondary and primary methods. The theoretical background is explored through a literature review, while the primary research investigates expert and societal opinions through interviews and questionnaires.

The findings highlight the possibilities, limitations, and ethical and social implications of AI in creative applications. The aim of the research is to gain a deeper understanding of the relationship between human creativity and AI in modern innovation processes.

Dominika Kemenes-Nagy

OPENING UP TO NEURODIVERSITY – EMPLOYING AUTISTIC INDIVIDUALS FROM AN HR PERSPECTIVE

This study explores the opportunities and challenges of employing individuals on the autism spectrum in the open labor market, with a specific focus on the role of the HR profession. Using both qualitative and quantitative methods – semi-structured interviews and a survey with 127 employers – it analyzes attitudes, motivations, and experiences related to employing neurodivergent workers. Findings indicate that while some openness exists, successful employment depends largely on the availability of adequate support structures. Civil organizations such as the AURA Association play a crucial role through practical, mentoring-based supported employment programs. The article offers recommendations for HR practice development and introduces the concept of AutoSourcing as a potential digital solution for inclusive job placement.

Noémi Ónodi-Pásztor**THE SITUATION OF RECENT GRADUATES ENTERING THE HUNGARIAN LABOR MARKET**

The aim of the thesis is to examine the labour market situation and expectations of recent graduates in the Hungarian labour market, while focusing on the most important challenges of new graduates and the role of the education system in increasing their chances in the labour market. The methods of the research were questionnaires and semi-structured interviews with the participation of those who directly concerned with the subject. The results show that young adults come to the labour market mainly with theoretical knowledge, while the practice-oriented skills and networking skills are marginal. According to the research, the main challenges of finding a job were low salary offers and lack of experience, which cause delay in the job search process. In addition, a supportive work environment, professional development opportunities and regular feedback are highly important for the recent graduates at their workplace, while the importance of the benefit elements is marginal. Based on the results, a proposal was made to improve labour market integration, highlighting the importance of practise-oriented education and a flexible working environment in order to increase the long-term satisfaction and commitment of the recent graduates.

Henrietta Horváth-Tóth**PREBOARDING AND ONBOARDING PROCESSES IN PRACTICE**

The study aims to examine the role of pre- and onboarding processes in employee retention and the reduction of turnover. The relevance of the research is underlined by the increasing competition in the labor market and the growing retention challenges faced by organizations, which have elevated the significance of both pre-entry and post-entry HR processes. The research applied a mixed-method approach: quantitative data were collected through surveys, while qualitative insights were obtained via in-depth interviews. The analysis, based on the perspectives of employees and organizational partners, explores the practices and impacts of pre- and onboarding processes. The results indicate that effective and timely communication, continuous information sharing, and a partnership-based approach between employees and the organization are key factors in supporting employee retention. Furthermore, beyond the range of available job opportunities, the quality of organizational functioning and the mode of collaboration significantly influence employees' decisions.