

## Abstracts of the articles

**Imre Virág – Szilvia Szabó – Benedek Végh – Gergely Németh**

### **PAY TRANSPARENCY AS AN ORGANIZATIONAL PARADIGM SHIFT: CHALLENGES AND OPPORTUNITIES OF IMPLEMENTATION IN HUNGARY**

The persistence of gender pay disparities across European labour markets has long been a central concern in economic and organizational research. The European Union's Directive (EU) 2023/970 on Pay Transparency introduces a new dimension to addressing this issue by establishing legally enforceable requirements for transparency and accountability in pay practices. This study argues that pay transparency should not be regarded merely as a legal compliance obligation or an HR administrative task, but rather as a structural transformation affecting organizational functioning, leadership roles, and employee trust.

The analysis draws upon international statistical evidence, theoretical literature, the relevant legal framework, and the experiences of large organizations, with particular emphasis on the different interpretations of the unadjusted and adjusted gender pay gap indicators. The findings suggest that, while the implementation of pay transparency may generate short-term tensions and engagement-related risks, in the longer term it can strengthen organizational fairness, institutional trust, and sustainable employee commitment, provided that robust HR foundations and effective managerial sense-making are in place.

The paper concludes that pay transparency is likely to become a key indicator of organizational quality and governance in the coming years, extending beyond regulatory compliance to serve as a strategic driver of organizational effectiveness and long-term sustainability.

**Emese Gabura – Eszter Bogdány – Nóra Obermayer**

### **A SYSTEMATIC LITERATURE REVIEW OF FACTORS INFLUENCING TURNOVER INTENTION**

The paper identifies and systematises the factors influencing employees' turnover intention in the framework of a systematic literature review. The aim of the research is to conceptually distinguish between actual turnover, turnover intention, and the factors influencing turnover intention, and to explore how these constructs appear in the international literature. Using the SIMILAR method and a structured search and screening procedure, a collection of 50 peer reviewed studies published in the Web of Science database between 2016 and the first quarter of 2026 was compiled. This collection was analysed through thematic coding, which resulted in the distinction of four main strands of literature: attitude based models, approaches built on HR practices and working conditions, studies focusing on organisational and contextual factors, and complex, integrated models. The paper proposes a theoretical and interpretive framework that highlights the multidimensional nature of the factors influencing turnover intention.

**Kira Vámosi**

### **ORGANIZATIONAL ETHICAL CLIMATE AND EMPLOYEE BEHAVIOR IN THE SERVICE FRONTLINE: MECHANISMS AMONG EARLY-CAREER EMPLOYEES – AN INTEGRATIVE LITERATURE REVIEW**

The aim of this study is to provide a mechanism-level interpretation of the relationship between organizational ethical climate and employee behavior on the service frontline, with particular attention to early-career employees. The integrative literature review is based on the synthesis of empirical, theoretical, and review studies published between 2015 and 2026. The final analytical sample consisted of 25 publications. The analysis examines the effects of organizational

ethical climate, ethical leadership, group norms, customer-related pressure, job insecurity, and digital monitoring on employee behavior. The findings identified three recurring mechanisms: harmful behaviors associated with emotional exhaustion, unethical pro-organizational or counterproductive behaviors linked to perceived threat and uncertainty, and employee reactions related to perceptions of control and monitoring. The synthesis suggests that early-career status should not be understood as an independent causal factor but rather as an interpretive condition that may modify the strength and meaning of organizational influences. The practical implications of the study highlight the importance of ethical socialization, managerial support, customer conflict management, the prevention of emotional exhaustion, and transparent monitoring systems in fostering desirable employee behaviors.

**Gyöngyvér Vámosiné Rovó – Zsolt Nemeskéri – István Varga – Máté Rádics – Erika Dévényiné Rózsa – Tamás Vámosi**

**THE APPLICATION OF ERGOSCOPE IN CAREER GUIDANCE: PRESENTATION OF A COMPLEX, EXPERIENCE-BASED METHODOLOGICAL MODEL**

The study examines the challenges and development opportunities of career guidance practice in Hungary, with special regard to supporting young people's career choices. Its starting point is that the rapid changes in the labour market, the transformation of competence expectations, and the fragmented institutional system of career guidance justify the application of individual-centred, complex approaches. The authors present the content elements of career guidance – self-knowledge, career and labour market knowledge – as well as the main characteristics and shortcomings of Hungarian practice.

The research presents an innovative methodological model that complements the traditional questionnaire and counselling elements with a physiologically based ability assessment using the ErgoScope work simulator. During the empirical testing of the method, 33 seventh-grade students participated in a three-step career guidance process: filling out an interest questionnaire, instrumental ability assessment, and an individual counselling conversation.

The results show that a complex, experience-based career guidance approach supported by objective assessments effectively helps the development of students' self-awareness and the foundation of their career choices. Feedback on physical and cognitive abilities has proven to be particularly useful for those who are about to choose a profession. The study emphasizes the need for individualized, integrated career guidance services and proposes the adaptation of a good practice that can be one of the possible directions for the development of the Hungarian system.

**Bors Borbély-Pecze Tibor**

**LABOUR MARKET ANALYSES 2026: A BRIEF OVERVIEW OF EMPLOYMENT POLICY REPORTS. A STARTING POINT**

The study reviews the most important global, European and Hungarian employment policy reports and trends, with particular attention to labour market challenges emerging between 2024 and 2026. It presents the key findings of the ILO, the OECD, the European Commission's Joint Employment Report (JER), and the Hungarian Labour Market Mirror (Munkaerőpiaci Tükör), highlighting structural changes in labour supply, the impacts of demographic ageing, the stagnation of job quality, the slowdown in productivity, and the evolving labour market position of women, young people and migrants. The study emphasizes the shortage of employment policy professionals in Hungary, the institutional erosion of specialized knowledge, and the transformation of training systems. It also addresses progress towards the EU's 2030 social and employment targets and provides an overview of current developments in the Hungarian labour

market. The study concludes that labour market challenges can only be addressed through an integrated approach that simultaneously strengthens access to work, job quality, economic performance and social inclusion as interconnected dimensions. Its aim is to guide readers through the main national, EU-level and global publications analyzing employment trends.

**Máté Szalai – Judit Suhajda Csilla**

**AN ANALYSIS OF COMPETENCIES DEVELOPED IN AGRICULTURAL HIGHER EDUCATION**

The aim of our study is to examine the alignment between competencies developed in agricultural higher education and labor market expectations, as well as to investigate the phenomenon of the skills gap. In our multi-stage qualitative research, we compared the training and outcome requirements (KKK) of three agricultural higher education programs, the content of relevant job advertisements, and the course offerings of MATE, with a particular focus on the transversal skills essential for labor market success.

Our results revealed a significant overlap among the sources, confirming the fundamental marketability of the examined agricultural programs. However, we also identified certain expectations, such as customer focus, adaptability, and specific digital knowledge, that are heavily emphasized in job advertisements but are currently underrepresented in the official requirements. Although the study's sample is small, the results provide a solid starting point for incorporating these specific skills into targeted courses. Furthermore, they underscore the need for a regular, more comprehensive review of the competence map, particularly in the turbulent labor market conditions.

**András Lukács**

**EMPLOYEES FIRST CUSTOMER SECOND 2025**

The theory, method, and approach known as “Employees first, customers second” has long been familiar in consulting and employer circles. Since Vineet Nayar, former CEO of Indian company HCLTech, which employs thousands of people worldwide, wrote his book of the same title in 2010, numerous organizations and leaders have adopted this approach. Looking back from 2026, we have seen Covid-19, economic crisis, inflation, labor shortages, and the rise of AI. The question arises as to how company management thinks about working with and supporting employees in the value zone, and in what form. I searched for and found companies around the world in 2025 that pay special attention to their employees in some form.

**Mónika Farkas-Vizi**

**THE ROLE OF HUMAN FACTORS IN INDUSTRIAL RESILIENCE – THE CASE OF BATTERY MANUFACTURING**

Industrial resilience has become a central issue in strategic sectors such as battery manufacturing, which plays a key role in the green transition and electromobility. While resilience is often examined from technological and supply chain perspectives, the human dimension remains underexplored. This study analyzes the role of human factors in industrial resilience, focusing on critical job positions, competence management, training systems, and organizational communication within battery manufacturing facilities. Drawing on the framework of the Resilience Plan, the paper highlights how workforce adaptability, knowledge management, and crisis communication contribute to operational stability and long-term competitiveness. The findings emphasize that industrial resilience is not solely a technical attribute but a strategic organizational capability rooted in human expertise and institutional cooperation.