

Abstracts of the articles

Bálint Tétényi – Stefan Kovács – Csilla Judit Suhajda

UNIVERSITY–WORKPLACE KNOWLEDGE TRANSFER IN THE AGE OF AI, PART I: BARRIERS AND DELAY MECHANISMS BETWEEN HIGHER EDUCATION AND INDUSTRY

This study examines barriers to university–workplace knowledge transfer (KT) in the context of artificial intelligence (AI) and digital transformation, with a particular focus on the emergence of delays. Based on a bibliometrically informed review of recent literature (2020–2026), 82 relevant studies were identified, from which 16 were selected for in-depth qualitative synthesis. The findings reveal six recurring barrier categories, including strategic misalignment, legal and transactional frictions, resource constraints, cultural gaps, internal digitalization deficits and limited absorptive capacity. The study introduces a process-oriented perspective by linking these barriers to delay mechanisms across different KT phases. Results suggest that delays are systemic, cumulative and reinforced across multiple levels. The paper contributes a dynamic understanding of KT inefficiencies, forming the basis for a subsequent analysis of enabling mechanisms and governance solutions.

Csaba Otti – Szilvia Szabó – Fanni Zsoldos

THE APPLICATION AND ACCEPTANCE OF ARTIFICIAL INTELLIGENCE IN HR PROCESSES IN HUNGARY: A MIXED-METHODS STUDY

Artificial intelligence (AI) is rapidly diffusing across organizational functions; however, evidence on AI use in HR processes remains fragmented, especially in the Hungarian context. This study examines (1) current workplace and HR-related AI use, (2) HR vs non-HR perceptions of AI effectiveness and bias-reduction, and (3) the co-movement of organizational and individual attitudes toward AI adoption. We employed a mixed-method design combining an online survey (N=117; data collection: 20 Oct–10 Nov 2024) and semi-structured expert interviews (n=5; HR leaders, HR technology and service providers). Mann–Whitney U and Spearman rank-correlation tests at $\alpha=0.05$ supported two of five hypotheses: organizational AI readiness was positively associated with individual openness ($\rho=0.33$; $p=0.0005$; $n=110$), and overall AI attitude showed strong positive association with usage openness ($\rho=0.78$; $p<0.0001$; $n=52$). HR vs non-HR respondents did not significantly differ in their perception of AI effectiveness ($U=969$; $p=0.388$) or bias-reduction potential ($U=1706$; $p=0.164$); job security and AI job-impact perceptions were also unrelated ($\rho=-0.04$; $p=0.779$). Interview findings point to limited strategic readiness, skills and awareness gaps, legal and privacy uncertainty, and cost-ROI concerns. Practical implications include establishing AI governance, targeted capability building, human-in-the-loop controls, and structured change management.

Zsuzsanna Herman

ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT: LEGAL AND COMPLIANCE ISSUES OF ALGORITHMIC DECISION-MAKING

This paper examines the legal and compliance dimensions of applying artificial intelligence (AI) in human resource management, with particular focus on the specific features of algorithmic decision-making. It argues that AI-based HR systems cannot be regarded merely as technological innovations, as they directly affect employment opportunities, the transparency of decision-making, and the principle of non-discrimination. The analysis is based on relevant international literature and European Union regulatory frameworks, in particular the General Data Protection Regulation (GDPR) and the Artificial Intelligence Act. The paper shows that algorithmic systems

involve structural risks, especially in relation to bias, opacity, and accountability. Practical experience suggests that technological solutions alone are insufficient to ensure lawful and fair operation. The study concludes that the sustainable use of AI in HR requires organizational frameworks that guarantee explain ability, human review, and compliance with legal requirements.

Szilárd Malatyinszki

DIGITAL TRANSFORMATION AND ORGANIZATIONAL CULTURE: EMPLOYEE EXPERIENCES BASED ON A SURVEY

Digital transformation is not just a technological development, but also a process of labor, management and cultural change. The study examines how organizational culture influences the acceptance and successful implementation of digital tools. The empirical basis of the research is a questionnaire survey of 127 people, which explored the experiences of managers and employees working in different industries. According to the results, digital tools are widely present in the operation of organizations, especially in the form of collaboration platforms, ERP and CRM systems. However, successful implementation is not determined by the development of technology per se, but by an open organizational culture, management support, employee involvement and the development of digital competencies.

Mihály Tóth – Zsolt Kőműves

GENERATIONAL SUCCESSION IN FAMILY BUSINESSES ESTABLISHED DURING THE TRANSITION TO A MARKET ECONOMY AND ITS RELATIONSHIP WITH EMPLOYEE MOTIVATION

This study examines the organisational and motivational challenges associated with generational succession in family businesses established during the transition to a market economy. The research adopts a mixed-methods approach. First, semi-structured in-depth interviews were conducted with the leaders of four family businesses who had been directly involved in the generational succession process. These interviews shed light on experiences of leadership transfer, emerging conflicts, and the organisational implications of the process. Second, a questionnaire survey was conducted among 158 respondents with professional work experience. Although the sample did not consist exclusively of employees working in family businesses, it provided valuable insights into general patterns of motivation and demotivation in the workplace. The quantitative findings highlight relationships that may help explain the organisational functioning of businesses undergoing generational succession. The results indicate that family, personal development, and money were the strongest sources of general motivation, while salary, workplace atmosphere, and flexible working arrangements emerged as the primary determinants of work-related motivation. The in-depth interviews further revealed that the success of generational succession is not merely a matter of ownership or leadership. It is also closely linked to the organisation's ability to renew its motivational system, manage communication systematically, and clearly define roles and responsibilities. The study concludes that generational succession is more likely to be successful in the long term if the business not only undergoes a leadership transition but also adapts its operations and incentive structures to the new circumstances.

Pál Dániel Dudás – Kriszta Kádár – Tamás Géza Vajda

PRODUCTIVITY INEQUALITIES IN THE EUROPEAN UNION AND THE EVOLUTION OF THE KEY FACTORS INFLUENCING LABOUR PRODUCTIVITY IN HUNGARIAN REGIONS

PART I: THE EVOLUTION OF THE DETERMINANTS OF LABOUR PRODUCTIVITY IN THE EUROPEAN UNION, THE V4 COUNTRIES, AND THE EU REGIONS AT THE EXTREMES OF THE PRODUCTIVITY DISTRIBUTION

This two-part article series focuses on the factors shaping labour productivity at the national and regional levels in Hungary and across the European Union over the period 2013–2023. The analysis draws on the findings of a study prepared by the State Audit Office of Hungary in 2025 and published in 2026.

The first part examines trends in labour productivity in the European Union and the V4 countries, followed by an analysis at the regional level. Particular attention is paid to changes in key factors influencing productivity in the most developed EU regions, characterised by the highest levels of economic output, as well as in the least economically prosperous regions, and to the underlying causes of these changes. The factors examined include employment rates among the working-age population and the total population, the share of tertiary-educated individuals, the unemployment rate, GDP per capita, and the proportion of people employed in high-technology industries.

By analysing these factors, the study seeks to identify the drivers of above-average or slower development in regions with different initial conditions, geographical characteristics, and economic endowments. It also examines whether the pace of development in the more advanced regions has been sufficient to substantially reduce disparities in economic indicators and labour productivity.

Krisztián Lutor – Ramóna Gizella Kiss

MORE THAN WORK – A CHANCE TO PARTICIPATE

Our research examined the labour market situation of people with physical disabilities from both employee and employer perspectives. Our aim was to explore how physical condition, paid work, and social status are interconnected, as well as to identify the experiences and challenges associated with workplace integration. The study was grounded in a review of relevant literature, followed by semi-structured interviews with 10 employees with physical disabilities and 10 organizational leaders involved in their employment. Successful integration requires a shift in social attitudes and effective support systems. An inclusive, flexible, and accessible workplace environment, along with open communication, is essential for effective work performance. Reducing prejudice and increasing employer awareness can contribute to the development of a more open society, improving the quality of life of those affected while also strengthening the functioning of both the economy and society.

Anett Uhrin

LEADERSHIP DEVELOPMENT IN THE 21ST CENTURY – REVIEW

The review discusses *Leadership Development in the 21st Century*, an edited volume by Gabriella Kuráth and Edit Bányai that explores how leaders can respond to the challenges of a rapidly changing, technology-driven, and uncertain organizational environment. The book combines theoretical foundations with practical tools, covering topics such as ethical leadership, trust-building, self-awareness, coaching, mentoring, hybrid work, and leadership development methods. Organized into five thematic sections and supported by case studies, it presents leadership development as a strategic factor for organizational competitiveness and sustainable performance. The reviewer highlights the volume's interdisciplinary approach and its successful integration of academic research with practical guidance for leaders, HR professionals, coaches, and students.