

Abstracts of the articles

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WORKPLACE MOTIVATION AND ORGANIZATIONAL COMMITMENT DURING REMOTE WORK: THE ROLE OF LEADERSHIP STYLES AND PRACTICES

The research aimed to examine the impact of workplace changes during the Covid-19 on the organizational commitment and workplace motivation of remote workers, in relation to perceived leadership style and leaders' practices during the pandemic. 101 participants were involved in the online questionnaire survey conducted in 2021 which consisted of four parts: (1) questions examining the practices used by leaders during social distancing, regarding workplace communication and online space usage; (2) measurement of organizational commitment (Allen, & Meyer, 1990); (3) questions measuring certain aspects of perceived leadership style (Antonakis, 2001); (4) measurement of workplace motivation (Tremblay et al., 2009). Our results show that the more online activity from the leader's side reported by the participants, the more motivated and committed the participants appeared. Our research underscores the importance of leaders' quick and effective response to sudden changes in situations in relation to positive employee attitudes (motivation, commitment). From our research, we also draw cautious conclusions regarding leadership activities in the condition of remote work, in general.

Péter Karácsony – Blanka Reichel

ANALYSIS OF THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE SATISFACTION

Improving corporate social responsibility (CSR) is an extremely important task, as every organization interacts with its environment and employees. In today's globalized business world, social responsibility can help a company to operate successfully in the long term. By introducing social responsibility, organizations can gain a competitive advantage in the markets, and it can also be used to make employees loyal to the organization. The subject of this research was the analysis of the relationship between the social responsibility of Hungarian companies and employee satisfaction. In the course of the questionnaire research, the attitude of the surveyed employees to CSR programs, their satisfaction with them, and their perception of their workplace through the programs were analyzed. One of the main results of the research is that social responsibility is important for employees, as it is related to the physical and psychological well-being of employees. However, the research also proved that, in the case of Hungarian employees, CSR is not yet the only condition for them to be satisfied with their workplace.

Dóra Simon – Krisztina Dajnoki

EMPLOYER BRANDING AND TALENT ATTRACTION – QUESTIONNAIRE PREFERENCE SURVEY AMONG GENERATION Z

In nowadays' changing labour market conditions, finding, attracting and retaining a high-quality workforce is particularly important. Employee preferences have changed significantly in recent years, which can be explained by the inclusion of Generation Z in the workforce. The future generation is very different from its forerunners, as it is a global generation that has mastered digital technologies at a skill level and applies them in their daily lives. Employer brand is a relatively new strategic function among the functions of human resource management, but it also has a major impact on the image of the organisation, the first impression and the pool of potential employees attracted. In the context of a primary research, we present partial results of our own questionnaire sample on the potential employee side to show the workplace preferences of Generation Z. The aim

of the research is to provide a literature review on the importance of Employer Branding, to explore the relationship between corporate branding and the attraction of Generation Z talent, and to identify the factors that are important for Generation Z members when choosing a job, based on the results of the questionnaire survey.

Zsolt Kómúves – László Pálmai – Orsolya Hebeny-Fuchs – Gábor Szabó-Szentgróti
THE ASPECTS OF EMOTIONAL INTELLIGENCE IN LEADERSHIP, AND ITS IMPACT ON DIRECT REPORTS

While in the digital age people already have to compete with robots and automations on the labor market, and digital communication has brought a kind of distraction into our lives, it is still the person who creates and operates an organization. The one who outlines the vision, develops a strategy, negotiates with customers and suppliers, develops work processes and builds up a team. Modern corporate management and management science also places the human in focus, not only as a resource used for profit-making, but also as a thinking, feeling, value-creating force.

At the same time, a person cannot be separated from his personality. Personality and behavior are closely related to a person's emotional intelligence. A leader needs a serious personal toolkit to be able to lead their team effectively. One of the important elements of this personal toolkit is emotional intelligence, i.e. the ability of a person to perceive, understand and manage his own emotions and those of who are interacting with them, and to put this ability to the service of thinking and behavior.

That's why we added the emotional intelligence of managers and its connections with the employee's perception of their manager and employee commitment, satisfaction and motivation at the center of our research.

Hypothesis: In our research, we assumed that a positive relationship can be shown between the employee's judgement on their line manager and the leader's emotional intelligence, and that the subordinates of a leader with higher emotional intelligence are more motivated, satisfied and committed.

Methodology: In the framework of primary quantitative research, we reached 110 people with our questionnaire.

Results: Summarizing the obtained results, all four hypotheses proved to be correct.

Conclusion: Our research found a relationship between the manager's emotional intelligence and employee's judgement on their line manager, as well as the manager's emotional intelligence and employee commitment, satisfaction and motivation. It is highly important to examine the relationship between these factors and the relationship between them, because the key to the success of organizations is how and with what effectiveness the employees perform their work, and whether these employees are willing to stay in the organization in the long term and make use of their knowledge and experience.

Luca Koltai – Katalin Bördős
THE LABOR MARKET SITUATION OF HUNGARIAN YOUNG EMPLOYEES

Over the past decade, European and national policies have placed a strong emphasis on the labour market situation of young people. The definition of young people has changed in recent years, and in an increasing number of areas, 25-29 year olds are now included in vulnerable groups. They are the ones who entered the labour market in the period following the 2008 economic crisis, starting their careers with uncertainty, setbacks and difficulties that can cause lasting psychological da-

mage that can have a long-term impact on their career path and well-being. Particular attention should be paid to young people who are not in employment, education or training (NEET).

This article is based on the research of the Lost Millennials project coordinated by the HÉTFA Research Institute. This article focuses on the labour market situation of young people aged 25-29 who are not in education, training or employment (NEETs), primarily in response to the gap between the large body of research on NEETs aged 15-24 and the much smaller number of studies on older NEETs. For this purpose, we present the situation of young people and the evolution of the NEET rate in Hungary mainly through a descriptive analysis of Eurostat and the 2020 large sample survey data on youth.

In Hungary, 13-19% of young people aged 25-29 are excluded from the labour market. Young people in this age group who are not in education, training or employment are much more likely to be permanently absent from the labour market than their younger peers. This is partly due to long-term unemployment and partly due to their caring responsibilities. The proportion of young people with low educational attainment and women who are excluded from the labour market is higher than the EU average. There are also significant spatial disparities, with more young people living in rural areas being excluded from the labour market than in urban areas, but low family social status, long-term illness or disability also play a significant role.

Barbara Pécsi

EMPLOYMENT AND INTEGRATION OF THIRD-COUNTRY NATIONALS

The number of third-country nationals has increased in the past year and their employment is increasing. Employers make up for their labor shortage with workers from more and more distant countries, whose culture, mother language, and work ethic are completely different from those of Hungarians. Due to the differences, their integration and retention means the development of a new strategy for companies.