

## ABSTRACTS OF THE ARTICLES

### **Imre Virág: The effect of wages on retention**

Today's trends are completely transforming the Hungarian labour market. There is no organization which one had not been affected by the challenges of recruiting and retaining of appropriate human recourse. In recent years, we have understood that engagement is a value added production factor, and the ability of a companies to retain employees is a means of reducing the long-term risk of its operations.

The question arises in every companies' manager: "how do I manage the engagement of my colleagues?", "how can I ensure that I can count on them in the long term?". According to my experience, at least 3 out of 5 managers immediately answer: "let's pay them more, and they will work better, and they won't leave us." In my present work, I deal with this issue: by systematizing the research results related to the topic in recent years and summarizing my own experience as an HR manager and consultant. I going to do it from the viewpoint of companies and managers, rather than considering the general or sociological aspects. My aim is to present the limitations of the statement above: under which circumstances it is true and when it is not, which organisational phenomena have influences on them, and where we can intervene as leaders.

### **Barbara Sztányi-Szekér – Ágnes Hőgye-Nagy – Anita Szemán-Nagy: The relationship between well-being, life satisfaction and work-family conflict among working mothers**

*Introduction:* Stress from the areas of work and family life, as well as various role conflicts, negatively affect physical and mental well-being, thereby affecting life satisfaction (Aryee et al., 1999; Bakker et al., 2003). We hypothesize that life satisfaction is associated with higher well-being and involvement in family life; job satisfaction also shows a positive relationship with well-being. Furthermore, disharmony in the areas of work and family reduces the level of life satisfaction and well-being.

*Method:* We analyzed the relationship between well-being, life satisfaction, and work-family conflict in a sample of 231 working mothers.

*Results:* According to the results, life satisfaction has a positive relationship with well-being and involvement with the family. Job satisfaction has a positive impact on the feeling of well-being. Furthermore, work-family conflict is negatively related to well-being and life satisfaction.

*Conclusion:* Overall, the results confirm that maintaining harmony between work and family is a central issue in terms of psychological and mental health.

### **Krisztina Szittné Csányi – Vilmos Vass: The teaching methodological and organizational experience of the competency-based adult education/in-service training**

The strategy of lifelong learning and challenges of VUCA-world has changed the teaching methodological and organizational dimensions of adult education/in-service trainings. The paper introduces some competency-based trainings at the Center of Specialized In-Service Trainings, especially the teaching methodological and organizational phenomena, renewing curricula, the impacts of the implementation of online teaching at COVID-19 and introduction of supervision and professional mentor system. At the end of the paper, we summarize the experience and introduce some potential scenarios.

**Etelka Katits – Katinka Magyari – Zsuzsanna Varga: Current news in corporate turnaround management consulting within the framework of sustainability principles**

Today, there is enormous interest in the practical implementation of the principles of sustainable management and growth defined in the Agenda 2030 Sustainability Development Framework. We present the possibilities of making this a reality. At the same time, we draw attention to the limitations of implementation for companies in times of crisis. We prove the necessity of turnaround management and highlight its connection points in accordance with sustainability principles. We describe the global and holistic approach that is the new, unattached and profession-specific direction of consulting work. Our research questions: How, what conditions and understandings are necessary to make management, based on the principle of sustainability a reality? How the turnaround situation and its management related to all of this? How, when, to whom and what does the turnaround controlling method help? How do the annual financial control points of the company's sustainable management and the dynamic circle of value maintainers support the success of the consulting work? The most favorable strategic and operational decision-making and consulting work are supported by the self-developed FINel financial expert system and the 5-step SDGG method, which can be used to prepare analysis, diagnosis and evaluation.

**Erzsébet Szlamka: New trends in the credentialing ecosystem: the micro-credentials**

The author of this article explores a trend within the education and training system: the spread of micro-credentials. After clarifying the concepts, the paper discusses the reasons for this phenomenon, explains the aims of micro-credentials, their potential advantages and disadvantages, reviews the perspectives of the different target groups (learners, employers, providers) as well as the policy considerations and synergies. Finally, it highlights the tasks that follow from the Council Recommendation, envisaging a kind of roadmap.

**Maria Szatmáriné Balogh: What and how should we teach at universities, at vocational trainings, at workplaces based on learning results or competences?**

The work- and organizational psychologist author regularly facilitates job or field and competency analysis workshops, in which he asks experts working in practice about tasks and competencies, and what methods could be used to teach professional tasks, or to support learning among pupils/students. After and based on the presentation of these analyses, she summarizes the challenges in the labor market, draws attention to the basic skills to be acquired in public education and the importance of career guidance, without which vocational training cannot be successful. At his job analysis workshops, she asked the work experts for teaching methods, and even got ideas for further trainings of the teachers and instructors, to which she added her own experiences and suggestions. The article formulates proposals for the conditions of modern curriculum development and the development of internal mentors and instructors at the workplace.

**Tünde Lengyel: The analysis of the training system of a company in the context of company expectations and adult learning**

Nowadays one of the most important resources for companies is the well-qualified employee. Company trainings play a significant role in the development of this very important resource. In developed countries it is of key significance that a properly trained workforce is available, the role of knowledge has gained weight. In the concept of life-long learning based on modern HR

approach the strategic aim is to improve the quality of human resource and to make employees more competitive in the present and future knowledge-based economy.

**Vivien Cserni: Position of women in the labor market, equal opportunities in the 21st century. Women's self-branding in the labor market**

The main reason for my choice of topic is to reveal and present the current situation of women in the labor market with my secondary and primary research. My thesis analyzes the topic of the situation of women in the labor market, including the issue of equal opportunities in the labor market. Does the gender pay gap still exist today? Are women at a disadvantage when applying for the same job?

During my secondary research, I processed literatures in which I gained knowledge about changes in the social and labor market situation of women, women's employment, women's workplace, gender mobility inequalities, feminism and the existence of discrimination.

The aim of my thesis is to reveal the gender socialization differences that accompany us throughout our lives and influence our future employment. In my opinion, rigid gender roles are still present in our society and make it difficult for women to work.

During my primary research, I focused on preparing a questionnaire, with the help of which I was able to quickly and widely obtain information about the topic of my thesis. I supplemented the results of the answers to my questionnaire with a semi-structured interview methodology. With all of this, my aim was to reveal workplace manifestations of disadvantageous and stereotypical behavior towards women.