

Structured Abstracts of 'Transforming Organization, Leaders and Employees' session

Preservation and Renewal: Examining organizational innovation behavior in the context of sustainability, social responsibility, and environmentally conscious management

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Background and introduction: In a continuously evolving and renewing technological environment, it has become essential for organizations to be open to innovation. Organizational innovation enables maintaining competitiveness, creating more sustainable jobs, and long-term development. The concept of sustainability, social responsibility, and environmentally conscious management, as well as the organizational innovation offers numerous economic and social benefits for both employers and employees.

Objective: The aim of the research was to assess the innovation behavior organizations operating in the Hungarian SME sector in relation to sustainability and environmentally conscious management, with a particular focus on leadership attitudes, styles, and the involvement and activity of employees in innovation. Our goal was to explore what environmentally conscious yet innovative solutions small and medium-sized enterprises implement, social responsibility in mind, in order to ensure sustainable.

Methodology: The empirical research was conducted using a quantitative research method, through a questionnaire survey. The sampling method used was the non-probability sampling technique, namely heterogeneous snowball sampling. Our goal was to obtain the broadest possible sample in terms of industry classification. A total of 1385 valid responses were collected. Non-parametric statistical tests were used for the statistical analysis of the hypotheses.

Results: Ours research shows that the innovation policy of SMEs is based on strategic and social responsibility considerations. The innovation behavior, which is aimed at ensuring sustainable and environmentally conscious management, is shaped by the leadership style, and the active involvement of employees in innovation. The CSR policies of these companies reflect that the more valued employees feel, the more willing they are to act in the best interests of the organization and adapt to innovations.

Conclusions: The innovation behavior of Hungarian SMEs focusing on sustainability is the result of effective cooperation between the strategic and operational level. The implementation of sustainability-oriented innovations by management depends on the active involvement of employees. Environmentally conscious management is perceived as a shared interest and responsibility however, it is also essential for management to consider the professional and livelihood aspects of employees.

Limitations and future research directions: The empirical limitation is associated with data collection, as organizations are often reluctant to share information related to their strategies and innovation policies, since such data may be considered business secrets. For instance, it could be valuable to investigate how sustainability is implemented into corporate strategy, including through the realization of ESG goals. It may be insightful to explore what practical connections exist between artificial intelligence and sustainability.

Keywords: organizational innovation behavior, sustainability, corporate social responsibility, environmentally conscious management



The role of AI in transformational change in higher education From VUCA- to FLUX-world

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Background and introduction: The link between higher education and socio-economic development has been redefined in the light of the knowledge economy and the changing labour market, with an increasing emphasis on cognitive, social and technological skills. With the rise of AI and the transition from the VUCA world to the FLUX world, new competences are coming to the fore. Our research uses the example of Budapest Metropolitan University to examine how institutions are responding to these challenges.

Objective: This study aims (i) to contribute to both national and international discussions on AI-driven educational innovation, emphasizing a competency development perspective rather than a purely technological one, with a focus on the link between soft skills and the future of education under the umbrella of the transformational change in higher education. Through thematic coding, (ii) to identify which skills have emerged as priorities, what types of pedagogical innovation have been introduced.

Methodology: This study adopts a qualitative, exploratory research design, grounded in expert interviews conducted at Budapest Metropolitan University (METU) during the 2023–2024 academic year. Data collection involved 12 semi-structured expert interviews with faculty members, academic leaders, and instructional development specialists who actively contribute to shaping educational content, methodologies, or technologies. Interview data were analyzed using thematic coding.

Results: The qualitative findings were supplemented by a document analysis of BA and MA course syllabi across various departments at METU. This analysis mapped the presence and integration of soft skills and AI applications within official curricula, both in terms of scope and format. Examining these syllabi enabled contextualization of the interview-based insights and facilitated an exploration of the alignment between theoretical objectives and actual pedagogical implementation.

Conclusions: Learning support AI tools (e.g. chatbot, recommender system, feedback engine), automatic assessment systems (e.g. essay improvement using AI) and the development of reflective thinking (e.g. learning diary analysis using AI, career portfolio) will make the transformation process in higher education more effective, especially with regard to the challenges of the knowledge economy and the skill gap and the process from VUCA to FLUX-world.

Limitations and future research directions: The empirical research, especially the thematic analyses, is at the level of the legitimised curriculum, and does not provide reliable data on the implementation of the transferred and achieved curriculum. The situation is similar at the hidden curriculum level. Accordingly, it is worthwhile to collect data on practical implementation and institutionalisation through classroom visits and further interviews, in particular on the AI support system at individual, team and organisational levels.

Keywords: transformation, knowledge economy, skill gap, AI



Investigating flow-promoting leadership skills by using FLIGBY serious game

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Background and introduction: Despite decades of study, leadership definitions have been critiqued as "zombie leadership." Leadership extends beyond formal roles, embodying how individuals inspire the best in themselves and others. Consequently, leadership development is self-development, highlighting the need to assess skills in both everyday individuals and managers. Additionally, Csikszentmihályi's Flow theory provides a framework for fostering this inspiration.

Objective: To assess the capability of creating flow in the workplace, this large-sample study examines flow-promoting leadership skills such as balancing skill, recognition of personal strengths, strategic thinking, and feedback among individuals with varying levels of managing experience, from none to advanced. Participants aged 18 to 60 were recruited from across Europe and the American continent.

Methodology: Data were collected between 2013 and 2024 using the FLIGBY (Flow is Good Business for You) serious game, a virtual simulation tool designed to develop and assess leadership skills on a 0–100 scale within realistic scenarios. FLIGBY places particular emphasis on fostering flow—a state of peak engagement and performance within teams. The resulting dataset enables quantitative analysis of the relationship between the four flow-promoting leadership skills and managing experience using SPSS and STATA.

Results: ANOVA results revealed statistically significant differences in feedback and strategic thinking scores across time of management experience, while no significant differences were found for recognising personal strengths or balancing skills. Linear regression confirmed the significance of feedback and strategic thinking; however, the slopes indicate the effect is negligible.

Conclusions: The findings indicate that longer management experience alone does not enhance flow-promoting leadership skills. This supports the view that leadership development is not automatic with time but requires intentional self-development. Managers must take responsibility for cultivating these skills. Conversely, developing such competencies in everyday life may prepare individuals for future leadership roles and foster flow-supportive work environments.

Limitations and future research directions: Future research could consider additional variables such as age and culture, as recent studies suggest cultural differences may influence leadership skills. Exploring other FLIGBY-measured skills related to managing time, we could gain deeper insight, while grouping the 29 leadership skills may reveal new analytical directions.

Keywords: flow, FLIGBY, Flow-promoting leadership, leadership skills, leadership



The Evolving Financial Landscape: A Systematic Literature Review Of Remote Work and Home-Office Impact On Corporate Strategy

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Background and introduction: Flexible work models, such as remote work and home office, have become a permanent factor influencing corporate financial and strategic structures. This study presents a systematic literature review to analyze the impact of these models on a company's financial situation and strategy. The main objective is to identify and evaluate key changes in corporate finance after the introduction of remote work and hybrid regimes.

Objective: The primary objective of this study is to identify and evaluate the key changes that have occurred in corporate finance, financial management and financial strategies as a result of the implementation of flexible work models such as teleworking and working from home. The research aims to synthesize findings from a systematic literature review to provide a comprehensive overview of the topic while also disclosing research gaps and limitations.

Methodology: A systematic literature review was conducted using the SPAR-4-SLR framework. A search for scientific articles was conducted in the Google Scholar database for the period from 2010 to May 2025. Out of 161 relevant contributions, nine studies were selected for the final analysis, excluding dissertations, patents, books and letters. The extracted information was structured using thematic analysis, which includes Results, findings, Limits and Methods used.

Results: The analysis of the publications confirms that companies with remote work or home-office can achieve significant cost savings on various expenses, such as real estate and energy. However, the transition also increases cyber threats, requiring new investments in cybersecurity. This shift necessitates a re-evaluation of financial forecasting and budget allocation to address these new risks and opportunities.

Conclusions: The research concludes that remote work and home-office fundamentally change corporate financial dynamics, presenting both opportunities and risks. While companies can realize substantial cost savings, these gains are balanced by the necessity for strategic reinvestment in cybersecurity and a complete re-evaluation of financial planning to mitigate new risks. The findings provide practical insights for managers to navigate these financial shifts.

Limitations and future research directions: The primary limitations are the small sample size and a narrow research context (e.g., Australia's resource sector). To overcome these limitations, future research should focus on primary empirical studies with broader samples across different countries and industries. It is also recommended to quantify the long-term financial impacts, the ROI of cybersecurity investments, and the financial benefits of increased employee loyalty and productivity in hybrid work models.

Keywords: corporate finance, cost savings, home-office, organizational strategy, remote work



Challenges of Time Management Among Employees in Hungary: A Correlational and Impact-Effort Matrix Approach

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Background and introduction: This study examines time management challenges faced by Hungarian employees, especially mid-level managers in multinational firms. It explores the correlation between common problems—such as multitasking and meeting overload—and the effectiveness of selected techniques. Using a mixed-methods approach, the study develops a correlational matrix and an impact–effort matrix to provide practical insights for improving workplace efficiency.

Objective: The aim of this research is to identify the most common time management challenges among employees in Hungary and to evaluate the effectiveness and feasibility of selected techniques in addressing these issues. The study seeks to develop evidence-based recommendations using a correlational matrix and an impact–effort matrix to support managerial decision-making and improve organizational time management practices.

Methodology: A mixed-methods design was applied. A quantitative survey (N = 345) targeted employees in multinational, domestic, and public-sector organizations in Hungary. Qualitative content analysis of 49 peer-reviewed business articles was also conducted. Two analytical tools were used: a correlational matrix to link challenges and techniques, and an impact–effort matrix to evaluate implementation feasibility.

Results: The survey identified eight key time management challenges, including procrastination, excessive meetings, and multitasking. Awareness of effective techniques was low. The correlational matrix showed strong links between challenges and tools like delegation and the Eisenhower Matrix. The impact–effort matrix identified batch processing and the Pareto principle as high-impact, low-effort solutions.

Conclusions: The study highlights a mismatch between common time management challenges and the low awareness of effective techniques. Delegation, the Eisenhower Matrix, and batch task processing emerged as high-impact tools. The findings offer practical guidance for improving efficiency and well-being in multinational work environments and contribute to bridging theory and practice in organizational time management.

Limitations and future research directions: The voluntary online survey may involve self-selection bias. Technique-effectiveness ratings were based on expert-informed content analysis rather than direct testing. Future research should validate findings through longitudinal studies, experimental interventions, and comparative analyses across different cultural and organizational contexts to enhance generalizability and practical relevance.

Keywords: Time management challenges in Hungary, Deep work, Impact-effort matrix, Correlation analysis, Multitasking

Experiences from Hungary related to the employment of foreign workers. An empirical research

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Background and introduction: There are traditional and novel reasons for employing foreigners in different parts of the world. The employment of foreign guest workers in industry, trade and other areas of economic life is not a new phenomenon, but its large-scale spread can be traced back to the middle of the 20th century. Their number in the world has increased from 105.4 million in 2010 to 168 million in 2022, representing 4.7 percent of the global workforce.

Objective: The research deals with issues of employing foreign workforce in Hungary. The number of foreign workers in Hungary is over 100,000, of which more than 40 percent came not from neighboring countries, but from third countries. The aim of the research was to explore the experiences of Hungarian companies regarding the employment of foreign workforce. The research question was how different companies and institutions use the employment of foreign workers to manage and solve the labor shortage.

Methodology: 195 Hungarian companies participated in the research as respondents. The data collection tool was an online web-survey. The companies were asked to fill out a questionnaire, which asked about the foreign workforce they employed. It explores the methods and means of finding foreign workers, the characteristics of employment, and employment experiences. Respondents were asked to indicate the most characteristic of the pre-formulated answers. Statistical methods were used to evaluate the results.

Results: Foreign workers are present in a wide range of sectors, but are particularly significant in the manufacturing industry, trade and construction. The main reason for the employment of foreigners is the labor shortage. Most foreign workers undertake manual work. They mainly come from further afield (Philippines, India, Indonesia, Thailand, Mongolia). However, foreign workers in senior positions mainly come from the parent companies of international companies.

Conclusions: The significance of the research comes from the fact, that since the mid-2010s, there has been an increasing labor shortage in the Hungarian labor market. Therefore, various organizations are increasingly forced to employ foreign labor. As practical findings, a positive picture emerges regarding the attitude of foreigners towards work. Although the benefits of employing foreigners are often attractive, organizations face a number of difficulties when deciding to employ foreign workforce.

Limitations and future research directions: As limitation of the research has to be mentioned that the respondents do not cover all companies operating in Hungary that employ foreign workers. However, the responses from 195 company managers are sufficient to give us information of the situation regarding the employment of foreign workers in Hungary.

Keywords: foreign workers, employment, Hungary, experiences



Conceptual Landscape of Responsible Consumption: comparison analysis of Lithuania and Hungary

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Background and introduction: Socially responsible consumption is a more complex construct and includes various stages of consumption, the definition of which can help to establish a broader understanding of the field. This study aims to clarify the model of socially responsible consumption as a multifaceted process, to identify problems and challenges related to responsible consumption.

Objective: This study focuses on the analysis of scientific literature and empirical quantitative survey of Lithuanian and Hungarian consumers. It is aimed at finding out how responsible consumption reflect in customer behaviour and how internal and external factors have impact on consumer behaviour.

Methodology: We applied descriptive statistics, canonical correlation, k-means clustering, fuzzy c-means clustering (FCM) and factor analysis methods. The element of novelty is that, in addition to statistical and data mining methods, fuzzy c-means was also applied. We decided to use the latter method because the respondents' answers are subjective and imprecise. The survey results are based on 376 questionnaires in Lithuania and 116 in Hungary.

Results: Based on scientific literature analysis and our survey, we found out that a comprehensive framework should encompass three different stages of consumer responsible consumption. The application of fuzzy c-means method revealed that about 20 percent of Hungarian respondents' consumer behavior is determined by internal and external factors to a greater extent than average, while in Lithuania such respondents only make up about 13.5 percent.

Conclusions: This paper aims to improve the understanding of responsible consumption as multifaceted phenomenon based customer behaviour reflection in different stages. We developed a conceptual landscape that integrates the stages of responsible consumption and explains how it expresses in Lithuania and Hungary. The element of novelty is that, in addition to statistical and data mining methods, fuzzy c-means was also applied. We decided to use the latter method because the respondents' answers are subjective

Limitations and future research directions: Findings of this study can serve as a theoretical basis for further research in this field. Ultimately, the study results could have practical implications for organizations and politicians that wish to foster responsible consumption.

Keywords: Social responsibility, Responsible Consumption, Consumer behaviour, Fuzzy c-means.



The role of the interpersonal aspects of internal corporate communication in retaining workforce: Research plan and progress report

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Background and introduction: Several management studies highlight the importance of internal communication for the success of organization and the wellbeing of its members. In our research, we aimed to explore the background of these effects.

Objective: In our research, we aimed to explore the background of these effects. The aim was to determine if internal corporate communication has an effect on retaining the workforce and which communication circumstances are most important for employees. Our main research questions were: a) Do employees perceive the importance of communication when deciding whether to change to a new job (voluntary turnover)? b) How important are some aspects of communication during this decision?

Methodology: In our SZEKO-MEM project, we performed an online survey. We compiled the questions according to two groups of respondents: (1) those who changed job voluntarily in the year of the data collection (in 2023) or in the previous year (in 2022), and (2) who had not changed voluntarily and formed their opinions reflecting on their current employment. We used the Survio web service for data collection. To our 53 questions, 265 respondents gave answers.

Results: In the current paper we present the research plan and the progress-report of our study. The aim of the second part is to address the following research questions:

- (Q1) Association between communication and voluntary turnover
- (Q2) Self-predicted versus self-attributed behavior comparison
- This is visualized by displaying six histograms within a common coordinate system.

Conclusions: Planned interpretation: We have established that the causality is bidirectional. For example, offensive communication can cause voluntary job changes; conversely, changing jobs may affect how former employees retrospectively evaluate offensive communication in comparison to those who remain with the organization.

Limitations and future research directions: The sample is not representative (70% of the respondents completed higher education, 45% were employed by companies having more than 500 employees). The data enable analyses from multiple aspects.

Keywords: internal corporate communication, retaining workforce, interpersonal aspects



Career Aspirations and Self Assessment of Mothers with Young Children in Somogy County, Hungary

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Background and introduction: This study explores the labor market situation of mothers with young children in Somogy County, Hungary, focusing on career aspirations, self-confidence, workplace feedback, and self-assertion. Prior findings indicate that motherhood affects ambition due to several factors, such as workplace structures, social expectations, and changes in self-esteem. The study examines how these factors influence the success of labor market reintegration among mothers with children under the age of six.

Objective: The aim of this study is to examine how individual and external factors (such as self-esteem and workplace feedback) influence mothers' return to work. It assesses key dimensions of self-assessment and their role in shaping labor market participation. The study contributes to inclusive labor policy by identifying barriers and enablers in a digitally evolving labor market within a regional context.

Methodology: The ongoing study uses a primary, online, anonymous, quantitative questionnaire. Data from 150 respondents in Somogy County, Hungary are being analyzed. Methods include descriptive statistics, ANOVA, Cronbach's alpha, and correlation analysis between key variables.

Results: Preliminary results show patterns in mothers' career aspirations and confidence levels. Full statistical analysis is underway, with specific attention to how self-assessment correlates with feedback and career ambition. Final results will be available by July 15.

Conclusions: Initial findings suggest that self-confidence and external workplace feedback significantly influence mothers' career aspirations. Final conclusions will offer insights into how to support mothers in balancing professional goals and family life.

Limitations and future research directions: As the study is ongoing, the results are provisional. Limitations include regional scope and cross-sectional design. Future research should expand the sample and include longitudinal or qualitative data for deeper insights.

Keywords: working mothers; labor market; self assessment; career aspirations; self-confidence; workplace feedback; self-assertion