



**3. znanstvena
konferenca
Nove paradigme
organizacijskih teorij
2018**

**SAMO-/SO-
UPRAVLJANJE
V
AVTOPOIETSKI
ORGANIZACIJI**

**ZBORNIK
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Lastniško (so)upravljanje

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Povzetek

Raziskovalno vprašanje (RV): Učinkovitost in uspešnost podjetij in drugih organizacij je odvisna predvsem od uspešnega upravljanja in vodenja. V celotnem obdobju samostojne Slovenije se je potrdilo dejstvo, da je država slab gospodar. Izhod iz tega je privatizacija državnega premoženja. Oblike in načini privatizacije so lahko različni. V prispevku bomo raziskali in poskušali odgovoriti na vprašanje, v koliki meri je lahko učinkovita in uspešna privatizacija državnega premoženja s prodajo delnic ali deležev zaposlenim in drugim državljanom ter v koliki meri lastninsko (so)upravljanje lahko vpliva na učinkovitost in uspešnost poslovanja podjetij.

Namen: Prispevek ima namen odgovoriti na vprašanje, ali je notranje lastništvo združljivo z učinkovitostjo in uspešnostjo podjetij, ali je notranje lastništvo nastalo iz nekega humanističnega prepričanja, ali je notranje lastništvo primerno le za manjša podjetja, ali se notranje lastništvo reproducira, ali je notranje lastništvo nasploh manj uspešno v primerjavi z drugimi oblikami lastništva in kakšne so neizrabljene možnosti naših podjetij z notranjim lastništvom v primerjavi z razvitim tržnim gospodarstvom.

Metoda: S primerjalno analizo tujih in domačih izkušenj bomo poskušali potrditi tezo, da je vpliv notranjega lastništva lahko pozitiven, če so za to izpolnjeni določeni pogoji.

Rezultati: Na podlagi rezultatov raziskave je predlagan štiri-fazni model managerskega sistema za zaznavanje zgodnjih signalov, v katerem so opredeljene agregatne aktivnosti in potrebne managerske odločitve za vsako od štirih faz sistema. Poudarek je dan intuiciji pri sprejemanju odločitev.

Organizacija: Organizacije s (so)lastništvom zaposlenih so ekonomsko uspešnejše, če je (so)lastništvo povezano s participativnim menedžmentom. Zaposleni v takšnih organizacijah so bolj motivirani in čutijo večjo pripadnost k organizaciji ter so bolj zavzeti za učinkovito in uspešno poslovanje ter razvoj organizacije, kjer so zaposleni.

Družba: S prodajo delnic slovenskim državljanom bi zagotovili, da bi čim več Slovencev postalo lastnikov svojega minulega dela in da bi ostali gospodarji na svoji Zemlji!

Originalnost: Vrednost podjetij v državni lasti je sedaj močno razvrednotena. Prav bi bilo, da bi država ponudila prodajo delnic svojim državljanom. Po tako nizki ceni z nekajkratnim diskontom bi slovenski državljani gotovo bili pripravljene kupovati delnice in varčevati v delnicah s pričakovanim večjim bodočim donosom, namesto da imajo depozite pri različnih bankah. S prodajo delnic deležev države v podjetjih bi država pridobila potreben denar; slovenski državljani pa bi si zagotovili večjo socialno varnost in bi preprečili (raz)prodajo državnega premoženja.

Omejitve / nadaljnje raziskovanje: Rezultati te raziskave naj bi spodbudili nadaljnja raziskovanja olik in načinov lastninskega (so)upravljanja in njihovega povezovanja s pokojninskim sistemom.

Ključne besede: lastninjenje, privatizacija, upravljanje, delnice, menedžment.

Abstract

Ownership (co)management

Research Question (RQ): The effectiveness of the success of companies and other organizations depends primarily on successful management and governance. Throughout the entire period of independent of Slovenia, the fact is that the state is a bad master is confirmed. The exit from this is the privatization of state property. Forms in privatization methods may vary. In the paper we will investigate and try to answer the question of the extent to which an effective and successful privatization of state assets can be made by selling shares or stakes to employees and to what extent ownership can affect the efficiency and effectiveness of business operations.

Purpose: The purpose of the article is to answer the question of whether internal ownership is compatible with the efficiency and effectiveness of enterprises, whether internal ownership is derived from a humanistic belief, whether the internal ownership is only appropriate for smaller companies, or whether internal ownership can be reproduced, is internal ownership less generally successfully compared to other forms of ownership and what are the unexplained possibilities of our companies compared to the developed market economy.

Method: By means of a comparative analysis of foreign and domestic experience, we will try to confirm the thesis that the influence of internal ownership can be positive if certain conditions are met.

Results: Based on the results of the research, an organizational and operational model of an enterprises will be proposed with the internal ownership of employees associated with participatory management.

Organization: Organizations with (co)ownership of employees are economically more successful if the co-ownership is related to participatory management. Employees in such organizations are more motivated and feel more affiliated with the organization, and they are more committed to efficient and successful operation and the development of the organization where they are employed.

Society: By selling shares to Slovene citizens, we would ensure that as many Slovenes as possible would become owners of their past work and that they would remain to be the masters on their companies! With certainty we can expect employees to become socially more responsible as co-owners of their companies.

Originality: The value of state-owned enterprises is now heavily depreciated. It would be rights that the state would offer the sale of shares to its citizens. At such low prices, Slovenian citizens with a big discounts would be ready to buy shares and saving in shares with expected higher future returns instead of deposits in different banks. By selling shares of state-owned companies, the state would obtain the necessary money; while Slovenian citizens would provide their greater social security and prevent the irrational sale of state property only to foreigners.

Limitations / further research: The results of this research should encourage further research on forms and ways of (co)ownership and (co)management and their integration with the pension system.

Keywords: property, ownership transformation, privatization, governance, shares, management.

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Varnost kot dejavnik stabilnosti družbenega sistema

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Povzetek

Raziskovalno vprašanje (RV): Ali je varnost pomemben vidik družbenega razvoja in gospodarskega okolja? V minulem obdobju je prišlo v mednarodnem okolju do spoznanja, da spremembe, ki se dogajajo na različnih področjih (terorizem, podnebne spremembe, migrantska ali begunska tematika...), vključujejo ter vplivajo na dnevne tokove delovanja celotne družbe. Za mir in stabilnost je v vsaki lokalni skupnosti, državi in v mednarodni skupnosti potrebno upoštevati delovanje številnih akterjev ter njihovo delovanje pri tem sinergično združevati v jasn razvojni cilj, to je stabilnost in razvoj.

Namen: Trajnostni mir in stabilnost sta ključna dejavnika za trajnostni razvoj družbe in gospodarstva. Nekoč smo varnost jemali kot nekaj samoumevnega, po različnih globalnih spremembah v družbi pa vidimo varnost kot najširši pojem sprememb od osebnega do globalnega nivoja. Varnost v ključni meri vpliva na družbeno stabilnost in razvoj.

Metoda: Kvalitativna študija.

Rezultati: Na podlagi rezultatov raziskave bomo lahko povezali poglede na omenjeno temo z vidika štirih gradnikov trajnostnega razvoja, ki vključuje tudi varnostni gradnik.

Organizacija: Z raziskavo bomo vzpodbudili poglobljeno razmišljanje vršnih managerjev v družbi in gospodarstvu na upoštevanje varnostnih vidikov.

Družba: Raziskava lahko pripomore k razumevanju stanja družbe, gospodarskih subjektov in nacionalnih vidikov, na odnos vseh naštetih deležnikov do varnostnega vprašanja.

Originalnost: Tema je slabo raziskana. Študija je med prvimi v našem prostoru, ki preučuje vpliv varnostnih vidikov na razvoj družbenega sistema.

Omejitve/nadaljnje raziskovanje: Osredotočamo se le varnostni vidik kot potencialen in pomemben del trajnostnega razvoja družbe oziroma gospodarskih subjektov. Pri tem pa se ne bomo spuščali na ostala področja.

Ključne besede: varnost, politika, mir, stabilnost, trajnostni razvoj, družbeni sistem.

Abstract

Security as a Factor of Stability of Social System

Research Question (RQ): Is security an important aspect of social development and business environment? In the last couple of years, we have seen substantial changes in various segments of society and economy (climate changes, terrorism, refugees, mass migrations, etc.) which influence then way how the entire society responds to these changes. To sustain in further prosper in local communities, on state level and broader in international community, we need to include more stakeholders and exploit all possible synergies of collective efforts in order to achieve sustainable peace and stability.

Purpose: The purpose of the study is to give a critical view of our research questions. Sustainable peace and stability are two key factors of stability for sustainable development of society and economy. Due to geo-strategic changes which resulted in increased political instability, security threats and terrorism, we see lasting peace and security as critically important factors for stability of social system.

Method: A qualitative study design is used.

Results: Based on the results of the study we propose security as a fourth pillar of sustainable development and as a factor of stability for social system.

Organization: New disruptive business models are evolving and organizations need enhanced security capacity.

Z raziskavo bomo vzpodbudili poglobljeno razmišljanje vršnih managerjev v družbi in gospodarstvu na upoštevanje varnostnih vidikov.

Society: Security issues are influencing each segment of our society and can have negative consequences. Increasing importance is given to better understanding of various security aspects in the society as well as in the economy, and relationship of all stakeholders toward emerging geo-strategic changes and security questions.

Originality: Literature on our research topic is scarce. To the best of our knowledge, we are one of the first to do a study on the topic of security aspects on sustainable development of social system.

Limitations / further research: We focus only on security aspects as an important segment of sustainable development of society and economy. Other aspects of sustainable development are not included in our study.

Keywords: security, policy, peace, stability, sustainable development, social system.

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Vpliv principa samo-/so-spoštovanja in samo-/so-upravljanja v avtopoietski organizaciji

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Povzetek

Raziskovalno vprašanje (RV): Kakšen je vpliv principa samo-/so-spoštovanja v povezavi s samo-/so-upravljanjem v avtopoietski organizaciji?

Namen: Namen raziskovanja je predstaviti človeka in človeški potencial s perspektive samo-/so-spoštovanja, v povezavi s samo-/so-upravljanjem, kot principov in procesnih gradnikov avtopoietske organizacije. Dotaknili se bomo človekovih čustev in jih skušali prepoznavati kot kvaliteto kulture ljubezni. Zanima nas svobodno obvladovanje čustev, v smislu človekove kreativnosti in so-delovanja v transdisciplinarnih timih organizacij bodočnosti.

Metoda: Raziskovali bomo s kvalitativnimi metodami in cilje dosegli s pregledom strokovne in znanstvene literature. V »Koncept oblikovanja gradnikov avtopoieze kot življenjski krog« Balažic Peček (2018) bomo umestili »Evolucijski model svobodnega človeka – EMSČ« Balažic Peček (2016) in poskušali razložiti samo-/so-spoštovanje v povezavi s samo-/so-upravljanjem pri posamezniku in v timu.

Rezultati: S kvalitativno raziskavo smo ugotovili, da sta samo-/so-spoštovanje in samo-/so-upravljanje principa, ki ju uvrščamo med procese avtopoieze znotraj krovnega gradnika čustvovanje. S postavitvijo modela »EMSČ« v »Koncept oblikovanja gradnikov avtopoieze kot življenjski krog« bomo poiskali skupne točke. Domnevamo, da sta tako samo-/so-spoštovanje kot samo-/so-upravljanje procesna gradnika, na katerih temelji kreativnost človeka v avtopoietski organizaciji.

Organizacija: Izpostavili bomo etična načela, vrline, principe znotraj procesa življenjskega kroga in pomembnost usmerjanja človeških potencialov h kreativni zmožnosti. Kreativni in zmožen človek je potencial v transdisciplinarnih timih, na katerih temelji avtopoietska organizacija.

Družba: Ob človeškem potencialu se povezujejo še zavedanje in odgovornost v organizaciji. S samo-/so-spoštovanjem se ozavešča čustvovanje kot osebna rast, ki se prenaša v organizacijski in družbeni razvoj. S tem se povezujejo kultura znanosti, umetnosti visokih tehnologij in duhovnosti.

Originalnost: Originalen pristop pogleda na človeka z zornega kota samo-/so-spoštovanja, s perspektive EMSČ in »Koncept oblikovanja gradnikov avtopoieze kot življenjski krog«.

Omejitve/nadaljnje raziskovanje: Abstraktni pogled na človeka kot samo-/so-upravljalca v organizaciji. Iz zaključkov raziskovanja bi bilo v prihodnje potrebno v organizacijah izvesti še kvantitativne raziskave o povezanosti samo-/so-spoštovanja in samo-/so-upravljanja v povezavi s samo-/so-zavedanjem in samo-/so-odgovornostjo človeka.

Ključne besede: samo-/so-spoštovanje, samo-/so-upravljanje, gradniki avtopoieze, človeški potencial, samo-/so-zavedanje, samo-/so-odgovornost.

Abstract

Influence of Self-/co-respect and Self-/co-management Principles in Autopoietic Organization

Research Question (RQ): What is the influence of principle of self-/co-respect in connection with self-/co-management in autopoietic organization?

Purpose: Purpose of research is to present a person and human potential from the perspective of self-/co-respect in connection with self-/co-management as principles and process building blocks of autopoietic organization. We will discuss human emotions and try to recognize them as a quality of culture of love. We are interested in free control of emotions in the sense of human creativity and co-operation in transdisciplinary teams of future organizations.

Method: We will use qualitative research methods and achieve goals by examining professional and scientific literature. In the »Concept of forming autopoietic building blocks as life circle« Balažic Peček (2018) we will place »Evolutionary model of a free person – EMSČ« Balažic Peček (2016) and try to explain self-/co-respect, taking into consideration self-/co-management in an individual and in a team.

Results: With qualitative research we found out that self-/co-respect and self-/co-management are principles, included in autopoietic processes, inside the cover building block emotions. With setting up the »EMSČ« model in the »Concept of forming autopoietic building blocks as life circle« we will find common points. We suppose that self-/co-respect, as well as self-/co-management, are process building blocks, on which creativity of a person in autopoietic organization is based.

Organization: We will emphasize ethical principles, virtues, principles within the process of life circle and importance of directing human potential towards creative ability. A creative and capable person is a potential in transdisciplinary teams, on which autopoietic organization is founded.

Society: Awareness and responsibility in an organization are being connected next to human potential. With self-/co-respect we become aware of emotions as personal growth, transferred into organizational and social development. Thus culture of science, art of high technologies and spirituality are being linked.

Originality: Original approach of the perspective on a person from the point of view of self-/co-respect, from the perspective of »EMSČ« and »Concept of forming autopoietic building blocks as life circle«.

Limitations/Further Research: The abstract view on a person as self-/co-manager in an organization. From the conclusions of research it would be necessary that in the future quantitative researches are carried out in organizations – on connection of self-/co-respect and self-/co-management, concerning self-/co-awareness and self-/co-responsibility of a person.

Keywords: self-/co-respect, self-/co-management, autopoietic building blocks, human potential, self-/co-awareness, self-/co-responsibility.

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Razumevanje samoupravljanja in soupravljanja v slovenskih podjetjih

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Povzetek

Raziskovalno vprašanje (RV): Ali danes deluje samoupravljanje ali soupravljanje v slovenskih podjetjih?

(Vpliv) Delovanje samoupravljanja in soupravljanja v slovenskih podjetjih na osnovi lastništva je danes malo znan ali celo neznan. O samoupravljanju obstajajo največkrat negativna mnenja, ki temeljijo na njegovem poznavanju iz preteklega družbeno ekonomskega sistema pred osamosvojitvijo Slovenije. Na osnovi lastništva slovenskih podjetij bomo prikazali delovanje soupravljanja in samoupravljanja.

Namen: Namen in cilj je analizirati in opredeliti razlike med samoupravljanjem in soupravljanjem in njihovo delovanje na osnovi lastništva v slovenskih podjetjih danes. Poiskali bomo skupne elemente samo/so-upravljanja z avtopoietsko organizacijo.

Metoda: Pregled relevantne literature; z anketo pridobljene podatke bomo statistično obdelali s programom LISREL. Anketa bo izvedena na (manjšem) vzorcu slovenskih podjetij različnih velikosti in dejavnosti, kjer ni tujega lastništva.

Rezultati: Domnevamo, da anketiranci ne poznajo razlike med samoupravljanjem in soupravljanjem in da obstaja samoupravljanje in soupravljanje v slovenskih podjetjih na osnovi razlik v lastništvu podjetij. Domnevamo tudi, da trenutno nobeno od teh upravljanj ne vodi v avtopoietsko organizacijo.

Organizacija: Obstajajo razlike med samoupravljanjem in soupravljanjem; dodana vrednost članka je ozaveščanje v slovenskih podjetjih o samoupravljanju in soupravljanju kot oblikah notranje izboljšave delovanja in vpliva zaposlenih na vodenje podjetij in njunega prispevka razvoju avtopoietske organizacije. To bi bile pridobitve za celotno družbo.

Družba: Raziskava bo prispevek ozaveščanju lastnikov, menedžerjev, zaposlenih in širše družbe o socialni odgovornosti in možnosti razvoja v samoupravno avtopoietsko ekonomijo.

Originalnost: Dodana vrednost članka je v opredelitvi razlik med samoupravljanjem in soupravljanjem v slovenskih podjetjih na osnovi lastništva in navezavo na razvoj avtopoietske organizacije.

Omejitve/nadaljnje raziskovanje: Raziskava (z) in anketiranje je izvedena na majhnem številu podjetij različnih velikosti; v raziskavo so zajeta podjetja so brez tujih lastništev.

Predlagamo nadaljnjo raziskavo na večjem vzorcu podjetij različnih velikosti; raziskavo razvoja samo/so-upravljanja v avtopoietsko organizacijo; potrebna je raziskava v javnem sektorju; dodatna kvalitativna analiza z več intervjuji.

Ključne besede: samoupravljanje, soupravljanje, lastništvo, avtopoietska organizacija.

Abstract

Understanding of Self-Management and Co-Management in Slovenian Companies

Research question (RQ): Is self-management or co-management function in Slovenian companies today?

The influence of self-management and co-management in Slovenian companies on the basis of ownership is now little known or even unknown. There are mostly negative opinions on self-management based on his knowledge of the past socio-economic system prior to the independence of Slovenia. Based on the ownership of Slovenian companies, we will show the functioning of co-management and self-management.

Purpose: The purpose and goal is to analyze and define the differences between self-management and co-management and their function on the basis of ownership in Slovenian companies today. We will find common elements of self / co-management with an autopoietic organization

Method: A review of relevant literature; with the survey, the obtained data will be statistically processed with the LISREL program. The survey will be conducted on a small sample of Slovenian companies of different sizes and activities, where there is no foreign ownership.

Results: We assume that the respondents do not know the difference between self-management and co-management, and that there is self-management and co-management in Slovenian companies based on differences in company ownership. We also assume that none of these managements currently lead to an autopoietic organization.

Organization: There are differences between self-management and co-management; the added value of the article is to raise awareness in Slovenian companies of self-management and co-management as forms of internal improvements in the functioning and influence of employees on the management of companies and their contribution to the development of autopoietic organization. These would be acquisitions for the whole society.

Society: The research will be a contribution to raising awareness among owners, managers, employees and the general public about social responsibility and the potential for development into a self-managing autopoietic economy.

Originality: The added value of the article is in defining the differences between self-management and co-management in Slovenian companies on the basis of ownership and the connection to the development of autopoietic organization

Restrictions / further research: The research (z) and the survey were carried out on a small number of companies of different sizes; the survey covered companies are without foreign ownership. We propose a further survey on a larger sample of companies of different sizes; research on the development of self / co-management in autopoietic organization; public sector research is needed; additional qualitative analysis with multiple interviews.

Key words: self-management, co-management, ownership, autopoietic organization.

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Re-procesiranje modela neposrednega samo-upravljanja »MONESA« na poti k organizaciji prihodnosti

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Povzetek

Raziskovalno vprašanje (RV): Kot izziv se nam zastavlja re-procesiranje modela »MONESA«, ki je bil postavljen v času političnega in ne samo-/so-upravljanja na osebni ravni (Legradić & Lauc, 1977). Danes si zastavljamo vprašanje: Kako re-procesirati »MONESA«, da bo delovala kot organizacija prihodnosti v smeri organske-humane paradigme?

Namen: Naš namen je narediti kvalitativni skok iz alopoietske v avtopoietsko organizacijo z uporabo re-procesa modela »MONESA«. Naš končni cilj je doseči človekovo filozofsko, znanstveno, duhovno in tehnološko kreativnost z inovativnostjo.

Metoda: V raziskavi so uporabljene kvalitativno fenomenološke metode in metode dialektike, ki so podprte s kvantitativno matematičnimi in statističnimi tehnikami. Za re-procesiranje smo uporabili principa »bottom-up« in »top-down«. Kot izziv sedanjega časa smo z motivacijskimi vprašanji re-procesirali model »MONESA«.

Rezultati: Razvili smo moderniziran model »MONESA«, v povezavi z modelom »ABCD« in »Drevesom razvoja«, kot modelom avtopoietske organizacije. Rezultat posameznika je ustvariti življenje v ljubezni in svobodi delovanja, kar dokazujemo z enačbo razvoja za celovit napredek moralnega, intelektualnega, socialnega, fizičnega in finančnega kapitala. Avtopoietski pristop v samo-/so-upravljanju potrjujemo z modelom »ABCD«. Za umestitev avtopoietske organizacije razvijamo holistično avtopoietsko univerzo HAU (Holistic Autopoiesis University). Cilj HAU je razvijati in ne blokirati samo-aktualizacije študentov, kot kaže praksa.

Organizacija: Razvijanje organske avtopoietske organizacije na obstoječi mehanistični (alopoietski) organizaciji. Vrzel razdvojenosti materialnega in duhovnega avtopoietska organizacija ponovno povezuje v celoto. V psiho-socialni dinamiki pridobijo odnosi dajanja in dobivanja, z medsebojnimi odnosi so-delovanja v interdisciplinarnih timih.

Družba: Materialni in ne-materialni doprinos posameznika v vseh okoljih, z manj stresa, a več ljubezni in svobode. Manj antagonizma in več harmonije, kar prinaša družbeno blagostanje. Vlaganje v ljudi, ki bodo s svojim znanjem in motivacijo doprinos k splošnem napredku. Z motivacijo in znanjem se ustvarja možnost sinergije in optimalnih principov za samo-učenje v mreži ustvarjalnih timov, kot najpomembnejši vidik samo-/so-upravljanja.

Originalnost: Re-procesiran model »MONESA«, v povezavi z modelom »ABCD« in »Drevesom razvoja«, ki povezuje 6 znanstvenih disciplin, 5 kriterijev in 4 vrste razvoja.

Omejitve/nadaljnje raziskovanje: Stare in še vedno veljavne organizacijske paradigme, ki blokirajo življenje v ljubezni in svobodi ter zavirajo človekov ustvarjalni potencial. Ustanovitev inštituta za proučevanje avtopoieze v vseh razsežnostih človekovega bivanja, da se ustvari premik v organsko-humano paradigmo.

Ključne besede: »MONESA«, »ABCD«, »Drevo razvoja«, samo-/so-upravljanje, človeški kapital, avtopoieza, alopoieza, organsko-humana paradigma.

Abstract

Re-processing the Model of Direct Self-management »MONESA« on the Way to Future Organization

Research Question (RQ): As a challenge we tackled re-processing of »MONESA« model, which was set in the time of political and not self-/co-management on personal level (Legradić & Lauc, 1977). Today we are asking ourselves: How to re-process »MONESA« so that it will work as organization of future in the direction of organic-humane paradigm?

Purpose: Our purpose is to make a qualitative jump from allopoietic to autopoietic organization with the use of re-processing the »MONESA« model. Our final aim is to achieve human philosophical, scientific, spiritual and technological creativity with inventiveness.

Method: Qualitative phenomenological method and method of dialectic, supported by quantitative mathematical and statistical techniques, are used in the research. We used “top-down” and “bottom-up” principles for re-processing. As a challenge of present time we re-processed the »MONESA« model with motivation questions.

Results: We developed a modernized model, named »MONESA«, in connection with the »ABCD« model and »The Tree of Development«, as a model of an autopoietic organization. The result of an individual is to create life in love and freedom of activity. This is proved by the equation of development for complete progress of moral, intellectual, social, physical and financial capital. Autopoietic approach in self-/co-management is confirmed by the »ABCD« model. To position autopoietic organization we are developing the Holistic Autopoiesis University – HAU, the aim of which is to develop and not to block self-actualization of students, as practice shows.

Organization: Development of organic autopoietic organization on existent mechanistic (allopoietic) organization. The gap between the material and spiritual is connected again to a whole by autopoietic organization. In psycho-social dynamics relations of giving and getting are improved with interpersonal relations of co-operation in interdisciplinary teams.

Society: Material and non-physical contribution of an individual in all spheres, with less stress but more love and freedom. Less antagonism and more harmony create social wellbeing. Investing in people who will contribute with their knowledge and motivation to universal progress. With motivation and knowledge, the possibility of synergy is created, as well as optimal principles for self-learning in the web of creative teams as the most important aspect of self-/co-management.

Originality: The re-processed model »MONESA«, in connection with the »ABCD« model and »The Tree of Development«, linking together: 6 scientific disciplines, 5 criteria and 4 kinds of development.

Limitations/Further Research: The old and still valid organization paradigms that are blocking up life in love and freedom and obstruct human creative potential. Founding an institute for studying autopoiesis in all its dimensions of human existence, so that a turning point to organic-humane paradigm is created.

Keywords: »MONESA«, »ABCD«, »The Tree of Development«, self-/co-management, human capital, autopoiesis, allopoiesis, organic-humane paradigm.

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Nevrolingvistično programiranje kot orodje samo-aktualizacije posameznika in odsev v avtopoietski organizaciji

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Povzetek

Raziskovalno vprašanje (RV): Koncept samoaktualizacije osebne rasti predpostavlja, da je v vsakem človeku neka notranja moč, ki vodi posameznika k rasti, učenju, izpopolnjevanju, spreminjanju. Aktualizacijo človekovih potencialov omogočajo ustvarjalnost in rast, spoštovanje osebe tukaj in sedaj, poudarjanje »sebstva«, dajanje pomena izkušnji. S pomočjo orodij nevrolingvističnega programiranja poudarimo pot samoaktualizacije, kar pomeni pot pozitivnega razvoja samega sebe. NLP, kot model delovanja ponuja način razmišljanja o uporabi jezika uma, da lahko spodbuja lastne možgane, upravlja notranja stanja in dosledno dosega želene cilje. Razkriva različne pristope učenja, mišljenja in odličnosti delovanja. Kakšna je razlika med tistimi, ki so pri svojem delu dobri in kako modelirati tiste, ki so odlični. Človekovo samo - opazovanje je pot do samozavedanja. Človek se kot živ sistem spreminja v skladu s spodbudami iz okolja, vendar pa pod pogojem, da ohrani svojo samopodobo. Pomen principa »autopoiesis« v organizaciji doživljamo v vsakdanjem okolju, gre za »življenjsko polnost« nenehnega so-očanja človeka v sebi, v organizaciji in družbi. Avtopoietska organizacija, ki gradi samoaktualizacijo s pomočjo orodij nevrolingvističnega programiranja temelji na humanosti človeka, samozavedanju kot preobratu družbe in moralnem kapitalu.

Namen: Namen raziskave je ugotoviti princip samoupravljanja kot elementa avtopoietske organizacije na osnovi samoaktualizacije in osebne rasti z orodji nevrolingvističnega programiranja. Kot cilj raziskave bomo opredelili dejavnike nevrolingvističnega programiranja, ki vplivajo na samoaktualizacijo osebne rasti kot elementa avtopoietske organizacije.

Metoda: Cilje raziskave bomo dosegli s triangulacijo raziskave literature, ranga samoaktualizacije osebne rasti in kvantitativno raziskavo dejavnikov nevrolingvističnega programiranja, ki vplivajo na samoaktualizacijo osebne rasti kot elementa avtopoietske organizacije.

Rezultati: Rangi samoaktualizacije osebne rasti izkazujejo preferenco med orodji nevrolingvističnega programiranja. Kvantitativna raziskava poveže elemente avtopoietske organizacije z orodji nevrolingvističnega programiranja. Podajamo predlog za organizacijo principa avtopoietska organizacija pri samoaktualizaciji osebne rasti s pomočjo orodij nevrolingvističnega programiranja.

Organizacija: Za organizacijo je pomembna konkretna pojasnitev delovanja principa v smislu samoaktualizacije avtopoietske organizacije. Značilna je neprestana medsebojna dinamika, ki samo-obnavlja, se samo-razvija in je samo-učeča. Vpliva na upravljanje.

Družba: Ugotovitve iz raziskave spodbujajo posameznike k samo upravljanju in samoravnanju skladno s samoaktualizacijo osebne rasti.

Originalnost: Raziskani so izvorni pristopi o vplivu samoaktualizacije na samoupravljanje in soupravljanje v avtopoietski organizaciji.

Omejitve/nadaljnje raziskovanje: Glede na izvornost raziskave je vredno opraviti raziskavo po isti metodi v širšem obsegu.

Ključne besede: avtopoietska organizacija 1, samoaktualizacija 2, nevrolingvistično programiranje 3, soupravljanje 4, kvantitativna raziskava 5, triangulacija 6, osebna rast 7, empirična raziskava 8.

Abstract

Neuro-Linguistic Programming as Tool of Self-Actualisation of Individual and Reflection in the Autopoietic Organisation

Research Question (RQ): The concept of self-actualisation of personal growth presumes each person has a kind of internal strength, which leads that individual to their growth, learning, improvement and change. The actualisation of a person's potential allows for creativity and growth, respecting the person here and now, emphasising the "self" and granting value to an experience. The tools of the neuro-linguistic programming highlight the path of self-actualisation, which leads to the path of positive development of themselves. The NLP, as a model of action, offers a way of thinking about the use of the language of the mind, which can encourage own brain, manage internal conditions and reach desired goals consistently: reveals various approaches to learning, thinking and the excellence of action. What is the difference between those, who are good at their work, and how to model those, who excel. A person's introspection is the path to self-awareness. As a live system the person is changing according to the stimulations of the environment under one condition – to maintain their self-image. We experience the meaning of the "autopoiesis" principle in an organisation in our everyday environments – it is a "fullness of life" of one constantly confronting the person within, in an organisation and in society. An autopoietic organisation, which builds self-actualisation with the tools of neuro-linguistic programming, is based on humanity, self-awareness as a transition of society and moral capital.

Purpose: The purpose of this research is determining the principle of self-management as an element of autopoietic organisation based of self-actualisation and personal growth with the tools of neuro-linguistic programming. The aim of this research is the interpretation of the factors of the neuro-linguistic programming, which influence the self-actualisation of personal growth as an element of autopoietic organisation.

Method: The goals of this research are reached with a triangulation of the research in the field of literature, the range of self-actualisation of personal growth and a quantitative research of the factors of neuro-linguistic programming, which influence the self-actualisation of personal growth as an element of autopoietic organisation.

Results: The range of self-actualisation of personal growth exhibits a preference of tools of neuro-linguistic programming. The quantitative research connects the elements of an autopoietic organisation with the tools of neuro-linguistic programming. We introduce a suggestion for the management of the autopoietic organisation principle for the self-actualisation of personal growth with the tools of neuro-linguistic programming.

Organisation: The organisation requires concrete explanation of the operation of the principle in the field of self-actualisation of an autopoietic organisation. The main characteristic is the reciprocal dynamics, which is self-renovating, self-developing and self-learning. It influences the management.

Society: The findings of the research encourage individuals to self-management and self-treatment according to the self-actualisation of personal growth.

Originality: The original approaches to the influence of self-actualisation on self-management and co-management in an autopoietic organisation are researched.

Limitations/Further Research: Due to the originality of the research we suggest a research of larger extent with the same methodology.

Key words: autopoietic organisation 1, self-actualisation 2, neuro-linguistic programming 3, co-management 4, quantitative research 5, triangulation 6, personal growth 7, empirical research 8.

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Posodobljen model avtopoietskega vodenja

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Povzetek:

Raziskovalno vprašanje (RV): Katere spremenljivke še izboljšujejo in dopolnjujejo model avtopoietskega vodenja?

Namen: Raziskava je namenjena izboljšavi modela, in sicer z eno nekoliko spremenjeno osnovno spremenljivko ter dopolnitvi modela s petimi novimi spremenljivkami.

Metoda: Cilje raziskave bomo dosegli z metodo analize člankov in predvsem vprašalnikov. S triangulacijo oziroma kombiniranjem različnih raziskovalnih teorij znotraj raziskovalnega problema, bomo izhajali iz različnih, tudi nasprotujočih, teoretičnih predpostavk. Na ta način bomo pridobili celovit vpogled v proučevano področje.

Rezultati: V obstoječem modelu bomo eno spremenljivko zamenjali, in sicer bomo čustveno občutljivost zamenjali s čutno ostrino, ostali dve spremenljivki ciljna usmerjenost in prožnost pa ostajata nespremenjeni. Modelu bomo dodali pet novih spremenljivk, in sicer mediativen način komuniciranja, kamor spadajo postavljanje vprašanj, povratno sporočilo in opolnomočenje ter še dve spremenljivki, to sta dober stik in stalno učenje. Te spremenljivke pomembno zvišajo kakovost modela zaradi večjega obsega ključnih elementov. Za omenjen obseg spremenljivk bomo pripravili vprašalnik.

Organizacija: Rezultati raziskave z izdelanim dopolnjenim modelom avtopoietskega vodenja dajejo organizaciji pomembne informacije o dobrem vodji, s čimer vplivajo na izbor najboljšega kadra.

Družba: Model avtopoietskega vodenja se v prvi vrsti uporablja kot vodenje sebe, s čimer se zgodi transformacija človeka. V nadaljevanju pa tak človek lahko uspešno vodi tudi tim in organizacijo. Na tak način gradimo novo kulturo odnosov, ki ključno vplivajo na družbo, socialno odgovornost, s tem pa tudi na celotno okolje.

Originalnost: Modela avtopoietskega vodenja v menedžmentu v svetovni literaturi ne najdemo. Na tak način uvajamo novo dimenzijo raziskovalnega področja, ki ga je z novimi raziskavami možno izboljšati.

Omejitve/nadaljnje raziskovanje: Raziskava je bila omejena na teoretično raziskovanje. V nadaljevanju predlagamo tudi druge raziskovalne metode, ki bi proučevani model lahko še izboljšale.

Ključne besede: avtopoietski model, avtopoietski vodja, ciljna usmerjenost, čutna ostrina, prožnost, triangulacija teorij.

Abstract

Updated Autopoiesic Leadership Model

Research Question (RQ): Which variables are still improving and complementing the autopoiesic leadership model?

Purpose: The research aims to improve the model with a slightly modified basic variable and complement the model with five new variables.

Method: The goals of the research will be achieved through the method of analyzing articles and, in particular, questionnaires. By triangulating or combining different research theories within the research problem, we will follow various, even contradictory, theoretical assumptions. In this way, we will gain a comprehensive view of the study area.

Results: In the existing model, we will replace one variable, emotional sensitivity, with sensory sharpness, while the other two variables, goal orientation and flexibility, will remain unchanged. We will add five new variables to the model, namely: a mediating communication, including posing questions, feedback and empowerment, and two variables: good impression and continual learning. These variables greatly increase the quality of the model due to the greater range of key elements. For this range of variables, we will prepare a questionnaire.

Organization: The results of the survey with the completed model of autopoiesic leadership provide the organization with important information about a good leader, thus influencing the selection of the best personnel.

Society: The model of autopoiesic leadership is primarily used as a self-guide, thus transforming a person. In the future, such a person can also successfully lead the team and organization. In this way, we are building a new culture of relationships that have a key influence on society, social responsibility, and thus the whole environment.

Originality: We cannot find the model of autopoiesic leadership in the world literature about management. In this way, we introduce a new dimension of the research area, which can be improved with new research activities.

Limitations/Future Research: The study was limited to theoretical research. In addition, we propose other research methods for further improvement of the study model.

Keywords: Autopoiesic model, autopoiesic leader, goal orientation, sensory sharpness, flexibility, triangulation of theories.

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Avtopoietično soupravljanje s pomočjo orodij managementa

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Povzetek

Raziskovalno vprašanje (RV): Značilnosti povezanosti med izbranim dejavnikom ekonomske uspešnosti poslovanja podjetja (donosnost kapitala) in uporabo orodij managementa.

Namen: Izdelati model vpliva uporabe orodij managerjev na ekonomsko uspešnost podjetja.

Metoda: Kvantitativna raziskava, v kateri bomo podatke in informacije pridobili s pomočjo vprašalnika in iskanja po javni bazi podatkov GVIn.

Rezultati: S pomočjo rezultatov kvantitativne raziskave bomo izdelali konceptualni model vpliva uporabe orodij managerjev na ekonomsko uspešnost podjetja.

Organizacija: Na podlagi študija sodobne strokovne literature, primerjave različnih, že opravljenih raziskav in ankete vršnih managerjev v velikih in srednje velikih slovenskih podjetjih, bomo oblikovali izvorni Model vpliva uporabe izbranih managerskih orodij na donosnost kapitala podjetja.

Družba: Boljše poslovanje pripomore k dolgoročnemu preživetju podjetij in tako pomaga družbeni blaginji in boljši makroekonomski sliki slovenskega gospodarstva.

Originalnost: Na osnovi pridobljenih podatkov bomo pridobili nove poglede, znanja in informacije o uporabi izbranih orodij managerjev.

Omejitve/nadaljnje raziskovanje: Anketiranje bo izvedeno v velikih in srednjih podjetjih v Sloveniji, obravnavali bomo izbranih 25 orodij managementa po Rigby-ju, uporabili bomo podatke iz javno objavljenih baz.

Ključne besede: management, orodja in tehnike managerjev, slovenska podjetja, model, donosnost kapitala, ekonomika podjetja.

Abstract

Autopoietic self-management with management tools

Research Question (RQ): Relationship between selected factors in the economic success of the company (return on equity) and the use of management tools.

Purpose: To design a model of the impact of the use of manager's tools on economic performance.

Method: A quantitative survey in which we obtain data and information obtained through the questionnaire and search the public database of GVIn.

Results: Using the results of quantitative research we developed a conceptual model of the impact of the use of manager's tools on economic performance.

Organization: Based on the study of contemporary literature, comparisons of different has already carried out research and surveys of executive managers in large and medium-sized Slovenian companies, we formed the original model of the use of selected managerial tools on the profitability of capital companies.

Society: Better business contributes to the long-term survival of companies and thus help to social welfare and better macroeconomic picture of the Slovenian economy.

Originality: Based on the data obtained, we will gain new insights, knowledge and information on the use of selected tools managers

Limitations / further research: The survey will be carried out in large and medium-sized enterprises in Slovenia, we will discuss selected 25 management tools for Rigby-ROM, we will use data from publicly available databases.

Keywords: management, manager's tools and techniques, Slovenian companies, model, Return On Equity, economics.

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Bibliometrična analiza nastajajočega fenomena pametnih tovarn

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Povzetek

Raziskovalno vprašanje (RV): Bibliometrična analiza je koristno orodje za pregled znanstvenih objav, kjer z uporabo kvantitativnih metod raziskovanja analiziramo znanstvene objave na izbranih raziskovalnih področjih, v našem primeru so to pametne tovarne. Postavljata se sledeči raziskovalni vprašanji: 1. koliko je bilo objavljenih znanstvenih objav o pametnih tovarnah od leta 2011 dalje in 2. katere so karakteristike obstoječih znanstvenih objav?

Namen: Namen raziskave je podati kritičen pogled na zastavljeno raziskovalno vprašanje z analizo obstoječih znanstvenih objav, t.j. znanstvenih člankov, znanstvenih prispevkov s konferenc in samostojnih prispevkov v znanstvenih monografijah, na področju pametnih tovarn. Namen študije je tudi klasifikacija karakteristik znanstvenih objav in analiza njihove odmevnosti.

Metoda: Bibliometrična analiza je bila izvedena na podlagi baz Clarivate Analytics Web of Science: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI, CCR-EXPANDED, and IC.

Rezultati: Identificirali smo skupno 123 znanstvenih objav na tematiko pametnih tovarn za obdobje od 2011 do 2017, večina objav je na področju tehničnih ved, zelo malo pa na področju družboslovnih ved.

Organizacija: Naša raziskava podaja pregled znanstvene literature na področju pametnih tovarn, iz katerega lahko tradicionalne kot tudi nastajajoče pametne tovarne črpajo koristne informacije glede pametnih sistemov in tehnologij, ki jim lahko pomagajo pri prilagoditvah poslovnih modelov.

Družba: Pregled znanstvenih objav in analiza njihove odmevnosti na izbranem znanstvenem področju pametnih tovarn lahko pomaga raziskovalcem kot tudi praktikom pri izbiri literature za lastne raziskave ali kot vir koristnih informacij.

Originalnost: Aktualna bibliometrična analiza znanstvenih objav v bazah Web of Science za področje pametnih tovarn.

Omejitve/nadaljnje raziskovanje: Bibliometrične študije imajo deskriptivni pomen in nimajo predpisovalne vloge.

Ključne besede: bibliometrična analiza, pregled literature, Clarivate Analytics Web of Science, Industrija 4.0, pametne tovarne.

Abstract

Bibliometric analysis of the emerging phenomenon of smart factories

Research Question (RQ): Bibliometric studies provide a useful tool in reviewing scientific research, by using quantitative methods for analyzing all available publications in a research area of interest, in our case research on smart factories. Therefore, the following research questions occurred: 1. how much research has been done on smart factories, since the concept first appeared in 2011? 2. what characterizes the available publications?

Purpose: The purpose of our study is to analyze the extent of the available literature on the topic of smart factories, along with classifying the characteristics of available contributions, namely journal papers, conference papers and book chapter, along with their impact indicators.

Method: Bibliometric analysis and historical literature review was done with the help of the Clarivate Analytics Web of Science bases: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI, CCR-EXPANDED, and IC.

Results: We found that there are a total of 123 contributions to the field of smart factory research, from 2011 till 2017, and that most of these contributions fall under engineering and other technology related research areas, while a few fall within the social science category.

Organization: Our study can help traditional factories and emerging smart factories learn about developments in the field of new smart technologies and learn information that might help them change their business models.

Society: The number of citations helps determine the impact a paper or set of papers has had on a particular field of research or science in general, which can help other authors determine which papers might be useful for their own research. Bibliometric studies can also provide a useful tool in reducing biases in the peer review process.

Originality: Up-to-date bibliometric analysis of Web of Science literature in the field of smart factories.

Limitations / further research: Bibliometric studies only provide information on whether or not other authors found them useful and do not provide information on why the contribution was useful to those authors. Bibliometric studies thus serve a descriptive role and not a prescriptive role.

Keywords: bibliometric analysis, literature review, Clarivate Analytics Web of Science, Industry 4.0, smart factories.



Digitalizacija v zdravstvenem sistemu Slovenije

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Povzetek

Raziskovalno vprašanje (RV): Ali se digitalizacija v sistemu zdravstvenega varstva Slovenija (SZV) uveljavlja na ustrezen način in pravočasno, in kako vpliva na ustvarjalno delovanje sistema?

Namen: Analitični izziv naj bi odgovoril na zaskrbljujoče dejstvo, ki onemogoča zadostno in potrebno učinkovitost pri implementaciji digitalizacije v SZV ter tem učinkovito delovanje sistema.

Metoda: Uporabila sem primerjalno analizo teoretični in praktičnih spoznanj s področja uvajanja digitalizacije v organizacijske sisteme.

Rezultati: Spremembe, ki jim pravimo systemske, ker se dotikajo delovanja celotnega sistema oz. ključnih delovnih procesov v tem sistemu, kamor sodi tudi področje digitalizacije v SZV, se lahko uspešno, učinkovito in predvsem brez nepotrebnih dodatnih stroškov, implementirajo izključno v sistem (v tem primeru SZV), kjer so jasno in natančno upoštevana systemska in organizacijska pravila delovanja. Dokler SZV ne bomo očistili anomalij, ki zavirajo njegov naravni in strokovni razvoj in invencijsko rast, pa se nam bo dogajalo to, kar trenutno ugotavljamo na področju uvajanja digitalizacije in vseh ostalih sprememb v SZV.

Organizacija: Zdravstvena politika bi morala ukrepati na področju izpostavljenih organizacijskih anomalijah, ki onemogočajo realno optimalen razvoj digitalizacije v SZV.

Družba: Vpliv sedanje neučinkovite digitalizacije SZV vpliva na družbo v smislu neustreznih pogojev delovanja SZV, ki prispevajo k slabšanju socialnega statusa državljanov.

Originalnost: Raziskava sistematično, z upoštevanjem znanstvenih izhodišč (kontrolna teorija sistemov, dialektična teorija sistemov), pokaže na anomalije, ki so-prispevajo h krizi SZV ter onemogočajo njegovo rast.

Omejitve/nadaljnje raziskovanje: Omejitev za raziskave ni.

Ključne besede: digitalizacija, zdravstvo, sistem, organizacija, Slovenija.

Abstract

Digitization in the health care system of Slovenia

Research Question (RQ): Digitization in the health care system of Slovenia (HCS) – proper and timely manner?

Purpose: Analytical challenge - slow initiation prevents a sufficient and necessary efficiency in the implementation of digitization in the HCS.

Method: Comparative analysis of the theoretical and practical knowledge.

Results: The HCS must be cleared abnormalities that hinder his natural and professional development.

Organization: The Health policy would have to take action in the area of the exposed organizational anomaly that prevent the optimal development of digitisation in the HCS.

Society: The current inefficient digitization HCS impact on society - deterioration of the social status of citizens.

Originality: A Survey featured on the anomalies that they are contribute to the crisis SZV

Limitations / further research: Limitation of the research is not.

Keywords: digitization, health, system, organisation, Slovenia.

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Vidiki raziskovanja paradigme družbene odgovornosti v visokem šolstvu

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Povzetek

Raziskovalno vprašanje (RV): Univerzitetno družbeno odgovornost lahko opredelimo kot dejanja in odločitve študentov, zaposlenih in vodstva visokošolskih institucij, da na podlagi prostovoljnega in etičnega pristopa, preko trajnostno angažiranih dejanj, vplivajo na delovanje skupnosti v lokalnem oz. globalnem okolju. V prispevku bomo preučili razsežnost paradigme univerzitetne družbene odgovornosti ter opredelili njen pomen in vpliv na deležnike.

Namen: Namen prispevka bo pojasniti odnos med pojmom družbene odgovornosti in področjem visokega šolstva ter raziskati na kakšen način se družbeno odgovorna dejanja odražajo v delovanju in upravljanju visokošolskih zavodov. Cilj prispevka bo preučiti dejavnike univerzitetne družbene odgovornosti, skladno z uveljavljenimi standardi kakovosti.

Metoda: Izvedli bomo kvalitativno raziskavo in sicer študijo predvsem tuje strokovne literature, s poudarkom na analizi raziskav tujih avtorjev. Uporabili bomo naslednje metode raziskovanja: metodo deskripcije, komparacije, povzemanja, kompilacije ter metodo analize.

Rezultati: Na podlagi študije literature in raziskav z obravnavanega področja bomo odgovorili na postavljeno vprašanje in sicer na kakšen način se družbeno odgovorna dejanja odražajo v delovanju in upravljanju visokošolskih zavodov oz. v odnosih, ki jih le – ti gojijo s svojimi deležniki.

Organizacija: Raziskava bo uporabna za visokošolske institucije, saj bo predstavljala poglobljen in celovit uvid v raziskovanje paradigme družbene odgovornosti v visokem šolstvu. Spoznanja raziskave bodo lahko nadaljnja priporočila za implementacijo družbeno odgovornih dejanj v delovanje visokošolskih zavodov in bodo uporabna za vse, ki se teoretično in praktično ukvarjajo z vzpostavljanjem in razvojem kakovosti v le-teh.

Družba: Raziskava se bo nanašala na opredelitev dejavnikov univerzitetne družbene odgovornosti, s poudarkom na družbenih dejavnikih, ki se nanašajo na vpliv visokošolskih institucij na družbeni sistem.

Originalnost: Aktualnost izbrane tematike se izkazuje v vedno večjem zavedanju, da z izobraževanjem ustvarjamo družbo znanja, ki lahko ključno prispeva k trajnostnemu razvoju.

Originalnost raziskave se kaže v osredinjenju na družbene dejavnike raziskovanega področja ter v preučevanju vpliva na deležnike.

Omejitve/nadaljnje raziskovanje: Omejili se bomo na družbeni vidik univerzitetne družbene odgovornosti ter na podobne raziskave, ki so že bile izvedene na tem področju. Nadaljnje raziskovanje bi lahko obravnavalo še ostale dejavnike (ekonomski in okoljski vidik), kar bi celostno zaokrožilo raziskovanje področja.

Ključne besede: trajnost, družbena odgovornost, izobraževanje, visoko šolstvo, profitne organizacije, neprofitne organizacije, standardi kakovosti, upravljanje .

Abstract

Research of Social Responsibility Paradigm in Higher Education

Research Question (RQ): Social responsibility at University level can be defined as the activities and decisions of students, employees and the management of higher education institutions, which, based on a voluntary, ethical approach and through sustainable actions have an influence on the functioning of a community in the local or global community. The article shall examine the dimensions of the university level social responsibility paradigm and define its significance and impact on stakeholders.

Purpose: The purpose of the article is to clarify the relationship between the concept of social responsibility and the field of higher education and to explore how socially responsible actions are reflected in the activities and management of higher education institutions. The objective of the paper is to examine the factors of social responsibility at university level in accordance with the established quality standards.

Method: A qualitative survey will be conducted, namely, a study of foreign professional literature with an emphasis on the analysis of research written by foreign authors. We will use the following methods of research: the method of description, comparison, summation, compilation and the method of analysis.

Results: Based on the study of literature and research from the subject area, we will answer the question as to how socially responsible actions are reflected in the activities and the management of higher education institutions or in the relations with their stakeholders.

Organisation: The research will be useful for higher education institutions, as it will provide an in-depth and comprehensive insight into the research of the paradigm of social responsibility in higher education. The findings of the research can be considered as further recommendations for the implementation of socially responsible actions in the higher education institutions and will be useful for all those who are theoretically and practically involved in the creation and development of quality in these institutions.

Society: The research will address the definition of factors of social responsibility at university, with an emphasis on social factors that relate to the impact of higher education institutions on the social system.

Originality: The relevance of the selected topic is reflected in the growing awareness that we create a society of knowledge through education, the society that can make a key contribution to sustainable development. The originality of the research is reflected in the focus on the social factors of the research area and in the study of the impact on stakeholders.

Limitations / Further Research: The study will be confined to the social aspect of social responsibility at university and to similar research that has already been carried out in this field. Further research could address other factors as well (economic and environmental aspects) which would comprehensively complete the research.

Keywords: sustainability, social responsibility, education, higher education, profit organisations, non-profit organisations, quality standards, management.

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Vpliv človeškega kapitala na poslovno uspešnost turističnih agencij

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Povzetek

Raziskovalno vprašanje: Kakšen pomen pripisujemo dimenzijam človeškega kapitala (ČK) na poslovno uspešnost (PU) turističnih agencij (TA)?

Namen: Proučiti vpliv dimenzij ČK na PU TA in s pomočjo vprašalnika opraviti kvantitativno raziskavo v slovenskih TA.

Metoda: Zbrani anketni podatki so analizirani z naslednjimi statističnimi metodami: deskriptivno analizo, faktorsko analizo in metodo glavnih komponent, multiplo regresijsko analizo in metodami strukturnih enačb.

Rezultati: Delno smo potrdili le eno hipotezo, in sicer, da dimenzije ČK vplivajo na donosnost kot sestavino PU TA, dve hipotezi pa smo zavrnili, in sicer: vpliv dimenzij ČK na rast prodaje kot sestavino PU TA in vpliv dimenzij ČK na dobičkonosnost, kot sestavino PU TA.

Organizacija: Menedžerji morajo večji vpliv nameniti posameznim dimenzijam ČK (prenos znanj, izobraževanje s področja trženja, izobraževanja s področja komuniciranja, uporaba znanja na lastnih izkušnjah, čas izobraževanja, prenos znanja, shranjevanje znanja, pridobivanje znanja in uporaba znanja).

Družba: Seznaniti tako lastnike, menedžerje in vodje TA, kakor tudi ostale, da so proučevane dimenzije ČK pomembne za vse deležnike in jim je potrebno pripisovati čedalje večji pomen.

Originalnost: Gre za prvo takšno raziskavo v Sloveniji in eno prvih v svetovni literaturi.

Omejitve/nadaljnje raziskovanje: Anketni vprašalnik je bil namenjen lastnikom/menedžerjem/vodjem in drugim zaposlenim v TA in njihovih poslovalnicah, ne pa tudi njihovim poslovnim partnerjem, ki močno prispevajo h kakovosti storitev TA. Predlogi za nadaljnje raziskovanje so v longitudinalnosti raziskave ali pa tudi v tem, da bi v raziskavo vključili tudi katero drugo državo in potem podatke primerjali.

Ključne besede: človeški kapital, poslovna uspešnost, turizem, agencije.

Abstract

The Impact of Human Capital on Business Performance of Tourist Agencies

Research Question (RQ): What importance do we attach to the dimensions of human capital (HC) on business performance (PU) of tourist agencies (TA)?

Purpose: Examine the impact of HC on BP of TA and through a questionnaire carried out a quantitative survey in Slovenian TA.

Method: The collected survey data were analyzed by the following statistical methods: descriptive analysis, factor analysis and principal component analysis, multiple regression analysis and structural equation methods.

Results: In part, we confirmed only one hypothesis, namely that the dimensions of HC impact on profitability as a component of the BP of TA, and two hypotheses were rejected: impact of dimension of HC on sales growth as a component of the BP of TA and impact of dimension of HC on efficiency as a component of the BP of TA.

Organization: Managers have to give a greater influence to the HC as a factor in business success.

Society: To inform the owners, managers and heads of TA, as well as others that the HC is important for all stakeholders and it is necessary to promote its increasing importance.

Originality: It is the first such study in Slovenia and one of the first in the world literature.

Limitations / further research: The questionnaire was aimed at owners / managers / managers and other employees in the TA and their branches, but not to their business partners, which contribute greatly to quality of services in TA. Suggestions for further research are in longitudinal research, and also in the fact that in the research are also included any other country and then compare the data.

Keywords: human capital, business performance, tourism, agency.

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Povezava med vodenjem, organizacijsko kulturo in rezultati organizacij

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Povzetek

Raziskovalno vprašanje (RV): Postavlja se vprašanje kakšna je povezava med obliko lastništva, značilnostmi vodenja, značilnostmi organizacijske kulture, vlogo lastnikov procesov v organizaciji in poslovnimi rezultati organizacije. Zanimivo je tudi vprašanje kako bodo bodoče spremembe v družbenem okolju vplivale na organizacijsko kulturo v organizacijah. Ali bodo organizacije tudi v bodoče usmerjene predvsem v ustvarjanje dobička? Ali bo v bodoče prevladovala družbeno odgovorna usmerjenost organizacij?

Namen: Namen tega prispevka je ugotoviti kakšne so relacije med obliko lastništva, načini vodenja organizacij in organizacijsko kulturo v slovenskih organizacijah in kakšen je vpliv teh razmerij na poslovne rezultate slovenskih organizacij.

Metoda: Z raziskavo značilnosti sistemov vodenja kakovosti v slovenskih organizacijah smo dobili odgovore o značilnosti sistemov vodenja kakovosti. S podatki o poslovanju raziskovanih organizacij smo ustvarili osnovo za analizo korelacij med posameznimi značilnostmi in med poslovnimi rezultati organizacij in posameznimi značilnostmi sistemov vodenja kakovosti.

Rezultati: Ugotovljeni rezultati raziskave potrjujejo prepričanje, da je pri vodenju organizacije, za uspešne rezultate, potrebno doseči tako organizacijsko klimo, ki bo delovala pozitivno na dobro počutje in ustvarjalnost zaposlenih .

Organizacija: Pričujoča raziskava nam daje informacijo o značilnostih vodenja in organizacijske kulture v slovenskih organizacijah in o povezavah med temi značilnostmi in finančnimi rezultati organizacij.

Družba: Rezultati raziskave nam prikazujejo vpliv vodenja in prevladujoče organizacijske kulture na poslovanje organizacij in s tem tudi na družbeno in socialno okolje.

Originalnost: Raziskavo smo izvedli na osnovi izvirnega modela analize značilnosti sistemov vodenja in povezave tega modela s finančnim poslovanjem organizacij.

Omejitve/nadaljnje raziskovanje: Raziskavo smo izvedli v slovenskem družbeno ekonomskem okolju. Za posplošenje ugotovitev raziskave, bi bilo primerno podobne raziskave narediti tudi v sorodnih družbeno ekonomskih okoljih.

Ključne besede: Vodenje organizacij, organizacijska kultura, avtopoietska organizacija, sistemi vodenja kakovosti, vodje sistemov kakovosti, vloge vodij sistemov kakovosti, vloge lastnikov procesov, finančni rezultati organizacij.

Abstract

Relationship between Leadership, Organizational Culture And Organizational Performance

Research question (RQ): A question occurs what is a connection between form of ownership, leadership characteristics, organizational culture, role of process owners in an organization and organizational performance. Another interesting question is how future changes in the social environment will affect the organizational culture within organization. Will organizations also in future be mostly profit oriented? Will the socially responsible organizations prevail?

Aim: The aim of this paper is to find out what kinds of relationships between different forms of ownership, types of leadership and organizational culture occur in the Slovenian organizations and the link of those relationships to the outcome of the Slovenian organizations.

Methods: By studying the characteristics of the quality management systems in the Slovenian organizations the characteristics of the quality management systems were acquired. The data about the organizational performance of the studied organizations helped us establish the basis for correlation analyses between individual characteristics and organizational outcome and of the organizations and individual characteristics of the quality management systems.

Results: The results of this study have confirmed belief that for a positive outcome the leadership in an organization needs to create organizational environment that has positive effects on the employees' well-being and their creativity.

Organization: This study provides the information about the characteristics of the leadership and the organizational culture in the Slovenian organizations and their link to the organizational results.

Society: The results of this study show both the effect of the leadership and the prevailing organizational culture on the performance of the organizations thus also on the society and social environment.

Originality: This research was carried out according to the original model for analysis of characteristics of the leadership systems and connection of this model to the organizational finance performance.

Limitations / further research: This research was carried out in the Slovenian social economic environment.

To generalize the results of the research similar researches would have to be carried out in similar social economic environments.

Key words: leadership of organizations, organizational culture, avtopoietic organization, quality management systems, quality managers, the role of quality managers, the role of the process owners, organizational performance.

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Strateški pomen projektov v procesu uresničevanja strategij

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Povzetek

Raziskovalno vprašanje (RV): Kakšen je strateški pomen projektov v procesu uresničevanja strategij podjetja?

Namen: Raziskati strateški pomen projektov in povezavo med projekti in uresničevanjem strategij.

Metoda: Izvedli bomo kvalitativno raziskavo, imenovano sistematičen pregled literature iz obravnavanega področja. Sistematičen pregled literature bo prikazal kaj je na obravnavanem področju že raziskano in področja, ki so primerna za nadaljnje raziskovanje.

Rezultati: Sistematičen pregled literature bo prikazal smiselnost nadaljnega raziskovanja na obravnavanem področju. Odgovorili bomo tudi na raziskovalno vprašanje, ki se glasi: Kakšen je strateški pomen projektov v procesu uresničevanja strategij podjetja?

Organizacija: Rezultati raziskave bodo uporabni tako za nadaljnje raziskovanje, kakor za prakso. Ugotavljamo, da raziskav, ki bi se nanašale na povezavo med projekti in uresničevanjem strategij, praktično ni mogoče zaslediti. Tako bo pričujoča raziskava prikazal pomen sinergije med strateškim in projektnim managementom za učinkovito in uspešno uresničevanje strategij.

Družba: V članku bomo izpostavili pomen sinergije, torej sodelovanja in timskega dela v podjetju pri sprejemanju odločitev. Pomen sinergije vidimo tako na nivoju podjetja, kot celotne družbe. Proces uresničevanja strategij je v veliki meri odvisen tudi od družbe, njihovih potreb, želj in pričakovanj. Iz tega vidika mora biti podjetje zmerjan v sinergiji z njegovim okoljem; bodisi notranjim (npr. zaposleni), kot zunanjim (npr. kupci, dobavitelji), saj okolje (notranje in zunanje) vpliva na proces uresničevanja strategij.

Originalnost: Našli smo številne raziskave iz področja uresničevanja strategij podjetja in na drugi strani raziskave vezane na pomen projektov. Nismo pa našli raziskave, ki bi prikazala presek in pomen sinergije med projekti in procesom uresničevanja strategij.

Omejitve/nadaljnje raziskovanje: V raziskavi bomo pripravili sistematičen pregled literature iz obravnavanega področja, ki bo predstavljal osnovo za nadaljnje raziskovanje. V prihodnje predlagamo kvantitativno raziskavo, ki bi prikazala videnje managerjev in s tem prikazala skladnost ali neskladnost teorije in prakse.

Ključne besede: strateški management, projektni management, proces uresničevanja strategij, strateški pomen projektov.

Abstract

Importance of Project in Strategy Implementation Process

Research Question (RQ): What is strategic importance of projects in strategy implementation process?

Purpose: The purpose of this research is to examine strategic importance of project and link between projects and strategy implementation process.

Method: We will make qualitative research, namely the systematic study of a scientific literature. A systematic review of literature will show us gaps that are suitable for further research.

Results: Systematic literature review will show importance of further research in the area under consideration. We will answer on the research question: What is the strategic importance of the projects in the strategy implementation process?

Organization: Research will be useful both, for future researches as well as practice. It is impossible to find research that relates to the link between projects and strategy implementation process. Research will show the importance of synergy between strategic and project management for effective and successful implementation of strategies.

Society: In the article, we will expose the importance of synergy (cooperation and teamwork in the company) in decision-making process. We see the importance of synergy both at the level of the company and the entire society (their needs, desires and expectations) also. Company have to be in tune with its environment; internal (e.g. employees) and external (e.g. buyers, suppliers), because environment (external and internal) have impact on strategy implementation process.

Originality: We found a number of studies in the field of strategy implementation process and, on the other hand, a number of studies related to the importance of projects. However, we did not find any research that considers cross-section and importance of synergy between project and strategy implementation process.

Limitations / further research: In the article, we will prepare a systematic review of literature from the subject area, which will be the basis for further research. In the future, we propose a quantitative survey to show the vision of managers, thereby demonstrating coherence or discrepancy between theory and practice.

Keywords: strategic management, project management, strategy implementation process, strategic importance of projects.

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Model managerskega sistema zgodnjega obveščanja v Industriji 4.0

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Povzetek

Raziskovalno vprašanje (RV): Nahajamo se v procesu preobrazbe poslovnih sistemov iz tradicionalnih v digitalne sisteme ter nastajajočih pametnih tovarn s kibernetiko fizičnimi sistemi (CPS). Trend se imenuje četrta industrijska revolucija (Industrija 4.0), katere značilnost je vpetost v globalno poslovno okolje s hitrimi in pogostimi tehnološkimi spremembami, kar pogosto vodi do razvojnih diskontinuitet. Sodobne tovarne morajo izkazovati višjo stopnjo zmogljivosti za prilagoditve kot v preteklosti, da se pravočasno izognejo strateškemu presenečenju. Pametne tovarne morajo biti sposobne zaznavanja opozorilnih znakov na trgu, ki so zgodnji znanilci nastajajočih strateških sprememb. Postavljata se sledeči raziskovalni vprašanji: katere zgodnje opozorilne signale mora pametna tovarna pravočasno zaznati za učinkovito upravljanje s tveganji in obrambo pred negativnimi dogodki? in 2. kako naj pametna tovarna vzpostavi svoj sistem za zgodnje zaznavanje opozorilnih znakov?

Namen: Namen raziskave je podati kritičen pogled na zastavljeno raziskovalno vprašanje. Tovarne prihodnosti, t.i. pametne tovarne potrebujejo sistem zaznavanja zgodnjih opozorilnih znakov, s katerim lahko učinkovito in pravočasno identificirajo in reagirajo na šibke opozorilne znake v njihovem poslovnem okolju. Razviti in implementirati morajo večstopenjski sistem za zaznavanje zgodnjih opozorilnih znakov, še posebej v industrijah z visoko stopnjo tveganja. Namen študije primera je, da se preuči katere faze sistema za zaznavanje zgodnjih znakov se lahko aplicirajo za pametno tovarno, visoko inovativnega dobavitelja v avtomobilski industriji.

Metoda: Kvalitativna študija primera.

Rezultati: Na podlagi rezultatov raziskave je predlagan štiri-fazni model managerskega sistema za zaznavanje zgodnjih signalov, v katerem so opredeljene agregatne aktivnosti in potrebne managerske odločitve za vsako od štirih faz sistema. Poudarek je dan intuiciji pri sprejemanju odločitev.

Organizacija: Novi poslovni modeli so potrebni za transformacijo iz tradicionalnih sistemov v pametne sisteme v Industriji 4.0. Potrebna je večja adaptacijska kapaciteta.

Družba: Digitalizacija vpliva na vsa področja naše družbe in ima pozitivne in negativne posledice. Veča se pomen skupin interdisciplinarnih ekspertov na področju robotizacije in digitalizacije v delovanju poslovnih sistemov, kar zahteva prilagoditev programov izobraževanja in usposabljanja.

Originalnost: Tema je slabo raziskana. Študija primera je med prvimi v našem prostoru, ki preučuje sistem za zgodnje zaznavanje znakov v pametni tovarni.

Omejitve/nadaljnje raziskovanje: Majhno število pametnih tovarn v Sloveniji.

Ključne besede: Industrija 4.0, pametna tovarna, managerski sistem zgodnjega obveščanja, poslovni model, šibki signali.

Abstract

Managerial Early Warning System Model in Industry 4.0

Research Question (RQ): We are witnessing a fundamental transformation of today's business systems toward digital alternatives, along with an emergence of smart factories with cyber-physical systems (CPS). This trend is called the 4th industrial revolution or shortened Industry 4.0, which is characterized by an increasingly global business environment, fast and frequent technological changes, which often lead to discontinuities in development. Today's factories need to have a higher capacity for adaptation than in the past, in order to timely adjust and avoid strategic surprises. Management has to be capable of sensing warning signs on the market, which are early indicators of impending impactful events. Therefore, the following questions occur: 1. what early warning system do smart factories need to manage risks more effectively and prevent negative events? 2: how can smart factories build their early warning systems?

Purpose: The purpose of the study is to give a critical view of our research questions. Factories of the future, i.e. smart factories need to develop effective early warning systems to identify and respond to weak signals in order to adapt to an ever-changing environment. They need to develop and implement several-stage early warning systems that are specific to the industry, especially if it is a high-risk industry. The aim of the study is to examine which stages of an early warning system apply for the case of an innovative supplier in the automotive industry.

Method: A qualitative case study design is used.

Results: Four-stage managerial early warning system model based on a case study is proposed. Aggregate activities and management decisions are defined for each stage. The importance of intuition is taken into consideration.

Organization: New disruptive business models are evolving around the Industry 4.0 and factories need enhanced adaptation capacity.

Society: Digitalization is influencing each segment of our society and has both positive and negative consequences. Increasing importance is given to employing interdisciplinary experts in the field of robotization and digitalization, which is forcing factories to change their business models and employee training programs.

Originality: Literature on our research topic is scarce, despite its importance for existing and developing smart factories in Slovenia. To the best of our knowledge, we are one of the first to do a case study on the topic of managerial early warning system within the context of a smart factory.

Limitations / further research: The limitation of our study is that there is a limited number of smart factories in Slovenia.

Keywords: Industry 4.0, smart factory, managerial early warning system, business model, weak signs.

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Kritičen pogled na procese robotizacije v podjetjih

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Povzetek

Raziskovalno vprašanje (RV): Bomo zaradi pojava robotizacije, umetne inteligence lahko živeli manj naporno in bili bogatejši? Vsi prav gotovo ne bomo živeli manj naporno oziroma bili bogatejši zaradi razvoja robota in same robotizacije procesov. Robotizacija ima namreč veliko učinkov na našo družbo, ki so, na eni strani, izraženi v potencialnih koristih, po drugi strani pa predstavljajo tveganje za družbo. Pri tem se pojavi še pomembno vprašanje »Ali bodo roboti zmanjšali potrebo po človeškem delu in tako povzročili brezposelnost?«

Namen: Namen članka je podati kritičen pogled na zastavljeno raziskovalno vprašanje. V kritični razpravi se bom na začetku osredotočil na razlago besede robot, robotika, robotizacija, umetna inteligenca, za tem pa na pozitivne kot pa tudi na negativne vidike robotizacije. Namreč nekateri avtorji zagovarjajo tezo, da robotizacija ni zelo drugačna od drugih tehnologij, ki podpirajo avtomatizacijo in večjo produktivnost. Spet drugi menijo, da lahko roboti nadomestijo človeka pri delu. Razlage in spoznanja različnih avtorjev o poteku razvoja robota in robotizacije so nazorno strnjene. V zaključku razprave sem podal kritičen pogled na uvajanje robotizacije in robotov v delovno okolje.

Metoda: V članku je uporabljena metoda kritičnega diskurza.

Rezultati: Prednost robotizacije je predvsem v nadomestilu delovnih mest, ki ogrožajo zdravje delavcev in kjer vladajo nevarne delovne razmere. Negativno plat pa predstavlja zasedanje delovnih mest, ki jih lahko brez večjih težav opravlja človek, saj ga robot potem takem postavlja v neenakovreden položaj, saj robot človeku znižuje vrednost dela, je skoraj nezmotljiv in nima težav z absentizmom, slabimi medosebnimi odnosi, družino in podobno.

Organizacija: Raziskava opozarja na nujnost zavedanja menedžmenta o spremembah, ki jih prinaša proces robotizacije.

Družba: Proces robotizacije lahko vpliva na pojav negativnih posledic pri zaposlovanju. Članek poudarja področja na katera moramo biti pozorni pri uvajanju robotizacije.

Originalnost: Originalnost je v predstavitvi kritičnega pogleda na proces robotizacije v slovenskem prostoru.

Omejitve/nadaljnje raziskovanje: Gre za kritičen pogled na proces robotizacije, raziskava ni bila narejena.

Ključne besede: robotizacija, Industrija 4.0, umetna inteligenca, pametne tovarne.

Abstract

A Critical View on the Processes of Robotization in Companies

Research Question (RQ): Can we live less exhaustingly and be richer because of the phenomenon of robotization and artificial intelligence? We certainly will not live less exhaustingly or be richer due to the development of robots and the robotization of processes themselves. Robotization has many effects on our society, which, on the one hand, are expressed in potential benefits, on the other hand they represent a risk to society. Therefore, another important question occurs: "Will robots reduce the need for human labour and will the process of robotization lead to unemployment?"

Purpose: The purpose of the article is to give a critical view of the research question raised. In a critical discussion, I will begin by focusing on the explanation of the word robot, robotics, robotization, artificial intelligence, and consequently on positive as well as negative aspects of robotization. Some authors argue that robotization is not very different from other technologies that support automation and higher productivity. Others feel that robots can replace people at work. Explanations and insights by various authors on the course of robot development and robotization are clearly summarized. At the conclusion of the discussion, I gave a critical look at the introduction of robotics and robots into the working environment.

Method: The article uses the critical discourse method.

Results: The advantage of robotization is primarily in the replacement of employees at workplaces that endanger the health of workers and where dangerous working conditions prevail. On the negative side, it represents a job placement, which can be performed by a employee without major problems. The robot then puts the worker in an unequal position, as the robot lowers the value of work, it is almost infallible and has no problems with absenteeism, poor interpersonal relationships, family, and so on.

Organization: Management must be aware of the changes brought about by the robotization process.

Society: The process of robotization can affect the occurrence of negative consequences for employment. The article highlights areas in which we need to be careful when introducing robotization.

Originality: The originality is in the presentation of a critical view of the process of robotization in Slovenia.

Limitations / further research: The article represents a critical view of the robotization process, the research was not done.

Keywords: robotization, Industry 4.0, artificial intelligence, smart factories.

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So-delovanje kot prvina evolucije, mnogonamenskega gozda in avtopoietske organizacije

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Povzetek

Raziskovalno vprašanje: Ali je so-delovanje kot prvina evolucije in delovanja gozdnega ekosistema uporabno v avtopoietski organizaciji?

Namen: Vpliv Darwinove evolucijske teorije »zakona močnejšega« na filozofijo, psihologijo, sociologijo in socialno antropologijo spremeniti preko naravnega zakona sodelovanja. Po Darwinovem nauku o evoluciji je boj za obstanek (tekmovanje), skupaj z mutacijami, najučinkovitejša oblika naravnega izbora in razvoja. Zanika romantično podobo narave in jo obravnava kot neusmiljenega vzgojitelja.

Metoda: Proučili bomo trojico kulturnih evolucionistov: Herberta Spencerja, Sira Edwarda Burnetta Tylorja in Lewisa Henryja Morgana ter evolucionistko in biologinjo Lynn Margulis. S triangulacijo bomo ovrednotili teorije in jih z metodo analogije predstavili v avtopoietski organizaciji.

Rezultati: Sodobne raziskave dajejo evolucijsko prednost so-delovanju in domnevamo, da bodo naši rezultati to potrdili. Pomembni obliki sodelovanja v naravi sta mikoriza in endosimbioza. Mikoriza je sožitje med glivami in višjimi rastlinami, kar pojasnimo v avtopoietski organizaciji. Mikoriza je imela ključno vlogo pri prehodu rastlin na kopno in razvoju kopenskih ekosistemov. Domnevamo, da ta teorija lahko pripomore k evoluciji človeka v sodobni organizaciji. Enako velja za endosimbiotsko teorijo. Odkritji spremenita evolucijsko teorijo in njene povezave z drugimi področji.

Organizacija: Izboljšati so-delovanje v živem svetu: človek-človek, človek-biosfera, s tem povečati človekovo so-ustvarjalnost in dejaven odnos do narave v avtopoietski organizaciji. Posledično vzpostaviti dinamično ravnovesje med organizacijo in naravnim okoljem.

Družba: V gozdarstvu je pri mnogonamenskem gozdu nujno so-delovanje deležnikov in stroke. Težavno je tudi povezovanje manjših razpršenih lastnikov gozdov, kajti nepovezano gospodarjenje razbija celovitost gozdnih združb, kar lahko izboljšamo z odnosom človek-človek-biosfera. Razvoj socialnega dialoga v prid življenja (živega sveta) in razvoja gozdarstva preko Resolucije o nacionalnem gozdnem programu.

Originalnost: Osvetlitev prvine evolucijske teorije so-delovanje v avtopoietski organizaciji.

Omejitve/nadaljnje raziskave: Omejitev raziskave na štiri avtorje evolucijske teorije. Odpiranje vprašanj za nadaljnje raziskave avtopoietski organizaciji. Razlike med organizacijskimi in naravnimi zakonitostmi.

Ključne besede: evolucijska teorija, endosimbiotska teorija, mikoriza, so-delovanje, tekmovanje, mnogonamenski gozd, avtopoietska organizacija.

Abstract

Co-operation as Principal of Evolution, Multi-Functional Forest and Autopoietic Organization

Research Question (RQ): Is co-operation as an principal of evolution and operation of forest ecosystem usable in autopoietic organization?

Purpose: To change the influence of Darwin's evolutionary theory »survival of the fittest« law on philosophy, psychology, sociology and social anthropology through natural law of co-operation. According to Darwin's belief on evolution the struggle for survival (competition), together with mutations, is the most efficient way of natural selection and development. It denies romantic image of nature and it treats it as a merciless educator.

Method: We will study three cultural evolutions: Herbert Spencer, Sir Edward Burnett Tylor, Lewis Henry Morgan and evolutionist and biologist Lynn Margulis. We will evaluate theories with triangulation and present them in autopoietic organization with method of analogy.

Results: Modern research gives an evolutionary advantage to co-operation and we assume that our results will confirm this. Mycorrhiza and endosymbiosis are important forms of cooperation in nature. Mycorrhiza is the coexistence between fungi and higher plants, which is explained in the autopoietic organization. Mycorrhiza played a key role in the transition of plants to land and the development of terrestrial ecosystems. We suppose that this theory can contribute to the evolution of man in a modern organization. The same applies to endosymbiotic theory. Discoveries change the evolutionary theory and its links with other areas.

Organization: To improve co-operation in the living world: man-man, man-biosphere, thereby increasing human co-creativity and active attitude towards nature in an autopoietic organization. Consequently, to establish a dynamic balance between the organization and natural environment.

Society: In forestry, the multi-functional forest demands co-operation of the partakers and the profession. It is also difficult to link smaller dispersed forest owners, because unconnected management breaks down the integrity of forest communities, which can be improved with the human-human-biosphere relationship. Development of social dialogue in favors of life (living world) and development of forestry through the Resolution on National Forest Programme.

Originality: Presenting the principal of evolutionary theory co-operation in autopoietic organization.

Limitations/Further Research: Limitation of research to four authors of evolutionary theory. Opening questions for further research to autopoietic organization. Differences between organizational and natural laws.

Keywords: evolutionary theory, endosymbiotic theory, mycorrhiza, co-operation, competition, multi-functional forest, autopoietic organization.

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Marketing v floristiki - pridobivanje kompetenc

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Povzetek

Raziskovalno vprašanje (RV): Kako izobraziti kompetentne ljudi, ki bodo uspešni v marketingu v floristiki? Katere kompetence so pomembne, da lahko cvetličar, florist uspešno samostojno vodi projekt? Katere izkušnje so v procesu izobraževanja najbolj pomembne?

Namen: Namen raziskave je analiza skupine kandidatov, ki so uspešni in imajo različne poti izobraževanj s skupnim ciljem – biti uspešni v floristiki.

Metoda: Oblikovali bomo večparameterski odločitveni model z računalniškim programom DEXI, kjer bomo parametre obtežili po pomembnosti, kako vplivajo na razvoj posameznika. Obtežitve posameznih parametrov bomo določili na podlagi 17-letnih izkušenj delovanja iz področja floristike. Obtežitve so določene po konzultaciji mednarodnih strokovnjakov iz Švedske, Finske, Italije, Slovaške, Hrvaške in Slovenije, ki skupaj sodelujejo v mednarodnem projektu katerega cilj je mednarodni učbenik floristike.

Rezultati: Model je pokazal, da največji vpliva na kandidate izobraževanje v okviru katerega opravijo mednarodni izpit FlorCerte. Hkrati je izjemno pomembno sodelovanje v različnih florističnih projektih. Taki kandidati so uspešni v marketingu v floristiki, so samostojni in zaposljivi. Samostojno vodijo manjše skupine v projektih in nanje prenašajo svoje znanje po neformalni poti.

Organizacija: Ta raziskava je potrdila pravilno odločitev Floweracademy.si, da se je včlanila v konzorcij FlorCert in tako nadaljuje z izobraževanjem na mednarodni ravni. Ravno tako je pomembno, da se stalno sledi novostim v floristiki, saj se le tako lahko kandidati uspešno plasirajo na mednarodnih projektih.

Družba: družba s tem pridobi odgovorne, kompetentne cvetličarje, floriste, ki nudijo kakovostne storitve. Zaradi članstva v FlorCertu sledijo trajnostnemu razvoju stroke in so družbeno odgovorni pri uporabi različnih materialov.

Originalnost: Oblikovali smo edinstven model pomembnosti pridobivanja kompetenc na različnih ravneh cvetličarskega področja, ki ga bomo v prihodnosti še bolj poglobili. S pomočjo tega modela lahko mentor ali delodajalec bolje oceni primernost kandidata za sodelovanje v projektih ali za zaposljivost.

Omejitve/nadaljnje raziskovanje: Trenutna raziskava je narejena na skupini kandidatov, ki imajo različna predznanja in so vsak po drugačni izobraževalni poti prišli do opravljenega mednarodnega FlorCert izpita. Vsi kandidati so iz Slovenije, v prihodnje pa bomo ta model testirali tudi na kandidatih iz tujine.

Ključne besede: floristika, kompetenca, FlorCert, marketing, samostojnost, zaposljivost.

Abstract

Marketing in Floristics – Gaining Competences

Research question (RQ): How to educate competent individuals who will be successful in marketing in the field of floristics? Which competences are important for a florist to independently lead a project? Which experiences are the most important in the process of education?

Purpose: The goal of our research was to analyse a group of successful candidates which walked different education paths but with a common goal – become successful in the field of floristics.

Method: We designed a multiparameter decision-making model using a computer programme DEXI, in which we assigned different weight of importance to individual parameters regarding the effect they have on participants. We assigned different weight to individual parameters based on 17-year experiences in floristics. Weighting was determined after consulting international professionals from Sweden, Finland, Italy, Slovakia, Croatia and Slovenia who are cooperating in an international project in order to produce an international school textbook of floristics.

Results: The model showed the biggest influence of education, during which the candidates passed FlorCert exam. Cooperating in various florist projects also showed to be of great importance. Candidates with this experiences are successful in marketing, independent and employable. They independently lead small project teams, to which they informally pass their knowledge.

Organization: This research confirmed the correctness of the decision to affiliate Floweracademy.si with FlorCert consortium, to further continue education on an international scale. It is also important to track novelties in floristics to enable the placement of candidates in international projects.

Society: This way the society gains responsible, competent florists, who offer quality services. Being members of FlorCert they are following the sustainable development of floristics and are socially responsible with the use of various materials.

Originality: We designed a unique model of importance regarding gaining competences on various levels of floristics, which we intend to further deepen in the future. With the help of this model a mentor or an employer can better assess appropriateness of a candidate for cooperation in projects or for employment.

Limitations / further research: Current research was made on a group of candidates with different prior knowledge and who choose different education paths up to successfully passing the international FlorCert exam. All candidates are from Slovenia but we will expand the use of this testing model to candidates from other countries.

Key words: floristics, competence, FlorCert, marketing, independency, employability.

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Korenite spremembe za učinkovitejše javno zdravstvo

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Povzetek

Raziskovalno vprašanje (RV): Na zastavljeno raziskovalno vprašanje smo z raziskavo želeli pridobiti odgovor, kako vpliva kakovost menedžmenta na odličnost zdravnikov v javnem zdravstvu in kakšne spremembe so potrebne za ohranjanje zdravja in učinkovitosti dela pri slovenskih zdravnikih.

Namen: Namen raziskave je ugotoviti, kakšen odnos do zdravja imajo slovenski zdravniki v javnem zdravstvu na primarni in terciarni ravni, kako ohranjajo zdravje ter razviti smernice k odličnosti zdravnikov v javnem zdravstvu. Spremembe, ki temeljijo na izboljšanju menedžmenta kakovosti v javnem zdravstvu, predvsem odličnosti izvajanje dela slovenskih zdravnikov so nujno potrebne.

Metoda: Raziskavo med slovenskimi zdravniki smo izvedli na osnovi ankete. Ključna uporabljena statistična metoda so linearni strukturni modeli (ang. Structural Equation Models – SEM). Za analizo razlik v javnem zdravstvu (primarna in terciarna raven) smo uporabili metodo testiranja razlik povprečnih vrednosti za različne skupine (t-test ali neparametrični Mann-Whitneyev test).

Rezultati: Na osnovi rezultatov raziskave ugotavljamo, da smo pridobili dovolj podprtih podatkov, da so v javnem zdravstvu potrebne spremembe. Vodje morajo omogočiti preskok v organizacijsko odličnost zdravnikov.

Organizacija: Raziskavo smo izvedli na Univerzitetnem kliničnem centru v Ljubljani in Mariboru preko spletne ankete, ki je bila objavljena v Biltenu zdravniške zbornice Slovenije.

Družba: Z rezultati raziskave smo ugotovili, da so v javnem zdravstvu potrebne korenite spremembe, ob upoštevanju le-teh bomo pripomogli k izboljšanju kakovosti menedžmenta, odličnosti zdravnikov. Družba bo s tem pridobila zdrave zdravnike, ki ne bodo pod stresom, ki bodo naloge izvajali z veseljem, saj bodo operativno dosegali visoko uspešnost in učinkovitost.

Originalnost: Prispevek k znanosti je v tem, da gre za izvorni znanstveni prispevek, saj raziskava na obravnavano temo v Sloveniji še ni izvedena.

Omejitve/ nadaljnje raziskave: Omejili smo se samo na zdravnike na primarni in terciarni ravni. V raziskavo nismo vključili zdravnikov na sekundarni ravni, ki so lahko predlog nadaljnjih raziskovanj.

Ključne besede: menedžment, kakovost, odličnost, javno zdravstvo, zdravniki, spremembe, raziskava.

Abstract

Radical Changes in Public Health for more Effective Public Health

Research Question (RQ): How management quality influences excellence in public healthcare, stress management and health preservation of Slovenian physicians?

Purpose: The purpose of this research is to determine the attitude towards health of Slovenian physicians who work in public healthcare on both primary and tertiary level, their way of coping with stress, health preservation, and to develop a model of management quality and excellence in public healthcare. Such a model should be based on the improvement of quality management in healthcare, and especially on Slovenian physicians' work excellence.

Method: The key statistical method applied in the research was Structural Equation Models (SEM). The advantage of this approach is that all the influences and relations can be included in the model. The analysis was performed with the statistical tool AMOS – the programme application of IBM SPSS 22.0. We used method of testing the differences in mean values for different groups (t-test or non-parametric Mann-Whitney test).

Results: Based on the research results we have established that we have obtained enough data to support changes in Public health. Leaders must be able to leap realize into organizational excellence of the physicians in Slovenian public.

Organisation. The research was conducted at the University Medical Centre in Ljubljana and Maribor, via a web survey published in the Bulletin of Medical Chamber of Slovenia.

Society: According to the research results, we concluded that radical changes are needed in public healthcare, which can contribute to the management quality and physicians' excellence improvement. This way the society gets healthy and stress-free physicians who will perform their tasks with enthusiasm, as they will operationally achieve high effectiveness and efficiency.

Originality: The contribution to science lies in the fact that this is a original scientific contribution since the study on the subject in question has not yet been carried out in Slovenia.

Limitations/Future Research: This research was limited only on the physicians at the primary and tertiary level. The physicians at the secondary level remained out of scope, and they can be included in future research..

Key words: management, quality, excellence, public healthcare, stress, health, coping with stress, research.

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