

# Vpliv kognitivnih dejavnikov na stil vodenja

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**Raziskovalno vprašanje:** Ko govorimo o kognitivnih dejavnikih govorimo o osebnostnih značilnosti managerjev, kjer smo upoštevali pet velikih dejavnikov oziroma osebnostnih lastnosti: (1) ekstrovertnost, (2) ugodje, (3) vestnost, (4) čustvena stabilnost in (5) odprtost, ter dodali značilne podjetniške lastnosti: (1) potreba po dosežkih (2), lokus nadzora (3), samoučinkovitost/proaktivnost (4), inovativnost (5), toleranca na stres/negotovost (6) in potreba po avtonomiji (Kerr, S. P., Kerr, W. R. in Xu, T., 2018). Po raziskavi strokovne literature smo identificirali prevladujoče stile vodenja; avtorativni, parcipativni in parcipativno-avtorativni ter transkacijski, transformacijski in pasivni način vodenja. Obe kategoriji (kognitivne dejavnike in stil vodenja) smo zajeli v glavnem raziskovalnem vprašanju (RV): Ali in v kolikšni meri kognitivni dejavniki managerjev vplivajo na stil vodenja in uspešnost podjetja?

**Namen:** Namen te raziskave je ugotoviti kako in v kolikšni meri na stil vodenja v slovenskih podjetjih vplivajo kognitivni dejavniki in kakšen vpliv ima stil vodenja, pogojen z določenimi kognitivnimi dejavniki, na uspešnost organizacije. Kot uspešno smo opredelili tisto organizacijo, ki deluje več kot deset let in posluje pretežno z dobičkom. Pomožni cilj pa je ugotoviti ali se stili vodenja, glede na kognitivne dejavnike, razlikujejo v malih in srednje velikih podjetjih (v nadaljevanju: MSP) v primerjavi z velikimi organizacijami.

**Metoda:** Po predhodni preučitvi relevantne literature smo opravili kvalitativno raziskavo v petih MSP in petih velikih organizacijah v Sloveniji. Z managementom smo opravili poglobljen osebni intervju z uporabo MS Teams ali Zoom kot komunikacijskega kanala, potem ko smo intervjuvancem poslali seznam polstrukturiranih vprašanj o temah, o katerih bomo razpravljali.

**Rezultati:** Raziskava je pokazala, da določeni kognitivni dejavniki vplivajo na stil vodenja v organizacijah, le-ta pa s povratno zanko vpliva na uspešnost organizacij. Poleg tega smo ugotovili, da se stili vodenja, pogojeni z določenimi kognitivnimi dejavniki, razlikujejo med organizacijami različnih velikosti. Zanimivo je tudi, da so anketiranci poudarili tudi pomen in vpliv kognitivnih dejavnikov zaposlenih na uspešnost podjetja.

**Organizacija:** Namen raziskave je ozavestiti slovenska podjetja o vplivu določenih kognitivnih dejavnikov posameznikov (managementa in zaposlenih) na uspešnost organizacije z namenom, da premislijo o sreči kot dejavniku, ki ga posameznik zasleduje ter o organiziranosti podjetja na način, da se ta dejavnik realizira v čim večji meri.

**Družba:** Širši namen je ozavestiti slovensko družbo o pomenu celovitega obravnavanja posameznika v odnosu do ožjega in širšega okolja ter osvetliti tiste kognitivne dejavnike, ki bistveno pripomorejo k posameznikovi samorealizaciji in sreči, kar ima velik vpliv na uspešno doseganje zastavljenih ciljev vseh deležnikov ter večje družbeno blagostanje.

**Originalnost:** V raziskavi smo osvetlili določene kognitivne dejavnike managerjev v MSP in velikih podjetjih in jih povezali z uspešnostjo podjetja ter osvetlili razlike v stilih vodenja v MSP in velikih organizacijah.

**Omejitve/nadaljnje raziskovanje:** V raziskavo bi bilo dobro poleg MSP in velikih podjetij zajeti tudi mikro podjetja ter posebej izpostaviti multinacionalke. Nadalje bi bilo smiselno ugotoviti tudi, ali se odgovori razlikujejo glede na spol respondenta in na katerih področjih so te razlike najbolj očitne. Izvedena raziskava je odlična osnova za primerjavo kognitivnih, dejavnikov, ki vplivajo na različne stile vodenja in uspešnost organizacij, med državami znotraj EU, JV Evrope in ZDA, pri čemer je smiselno posebej, poleg kognitivnih, osvetliti tudi prevladujoče družbene in kulturne dejavnike v posamezni državi ali skupnosti držav.

**Ključne besede:** kognitivni dejavniki, manager, stil vodenja, slovenska podjetja, uspešnost organizacije.

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**Zineta Vilman** je magistrirala sem na Ekonomski fakulteti v Ljubljani z nalogo »Čuječnost kot dejavnik razvoja trajnostnega vodenja«. Imam več kot 30 let poslovnih izkušenj v različnih panogah (finance, gradbeništvo, ravnanje z odpadki, poslovno svetovanje) in na različnih ravneh odločanja, kar mi je omogočilo neposredni vpogled v različne stile vodenja. Od leta 2017 sem online mentorica na DOBA fakulteti, Maribor pri predmetih s področja organizacije, vodenja, menedžmenta, trajnostne preobrazbe podjetij, družinskega podjetništva, inovativnosti, poslovne prognostike, financ ter predmetov s področja uporabne psihologije in komuniciranja. Od leta 2018 predavam Poslovne finance na zasebni fakulteti ERUDIO, Ljubljana ter prakse trajnostnega vodenja in čuječnosti na OSMA Leadership Academy na otoku Krku, Hrvaška. Sem soavtorica naslednjih strokovnih in znanstvenih člankov: (1) »Potrebna znanja in veščine za prenos družinskih podjetij med generacijami«, (z dr. Letonja, M.); (2) »Skills needed in family businesses – case study Slovenia and Croatia« (z dr. Letonja, M. in Puvača, M); » Assessment of entrepreneurial knowledge and skills acquired at the DOBA Faculty in Slovenia and Croatia« (3) »(z dr. Letonja, M. in Puvača, M). Z dr. Letonja, M. trenutno pripravljava znanstveni članek z naslovom » Entrepreneurial perception of success and failure- case study Slovenia«. ORCID številka je 0000-0002-4643-2939.

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## The Impact of Cognitive Factors on Management Style

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**Research Question (RQ):** When defining the personality characteristics of managers we have taken into consideration five big factors, or personality traits: (1) extroversion, (2) agreeableness, (3) conscientiousness, (4) emotional stability and (5) openness, to which we added typical managerial traits: (1) need for achievement (2), locus of control (3), self-efficacy/proactivity (4), innovativeness (5), stress/uncertainty tolerance (6) and need for autonomy (Kerr, S. P., Kerr, W. R., & Xu, T., 2018). Following the research of the specialized literature, we identified the predominant management style: authoritative, participative and participative-authoritative as well as transactional, transformational and passive management methods. Both categories (cognitive factors and leadership style) were covered in the main research question (RV): Do and to what extent do the managers' cognitive factors influence the management style and successful performance of the company?

**Purpose:** The purpose of this research is to determine how and to what extent the management style in Slovenian companies is influenced by cognitive factors and what impact management style, conditioned by certain cognitive factors, has on the performance of organizations. Defined as successful we define organization that has been operating for more than ten years and operates mainly with profit. An auxiliary goal is to determine whether management styles differ in terms of cognitive factors in small and medium-sized companies (hereinafter: SMEs) compared to large organizations.

**Method:** After a preliminary examination of the relevant literature, we conducted qualitative research in five SMEs and five large organizations in Slovenia. We conducted an in-depth face-to-face interview with the management using MS Teams or Zoom as a communication channel, after sending the interviewees a list of semi-structured questions on the topics to be discussed.

**Results:** The research showed that certain cognitive factors affect the management style in organizations, which in turn affects the performance of organizations through a feedback loop. In addition, we found out that leadership styles conditioned by certain cognitive factors differ between organizations of different sizes. It is also interesting that the respondents emphasized the importance and influence of employees' cognitive factors on the company's performance.

**Organization:** The purpose of the research is to make Slovenian companies aware of impact of certain cognitive factors of individuals (management and employees) on the success of the organization with the aim of making them think about happiness as a factor that the individual

pursues and about the organization of the company in such a way that this factor is realized to greatest extent.

**Society:** The broader purpose is to make Slovenian society aware of the importance of comprehensive treatment of the individual in relation to the immediate and wider environment and to shed light on those cognitive factors that significantly contribute to an individual's self-realization and happiness, which has a great impact on the successful achievement of the set goals of all stakeholders and greater social well-being.

**Originality:** In the research, we shed light on certain cognitive factors of managers in SMEs and large companies and linked them to the company's performance and shed light on the differences in management styles in SMEs and large organizations.

**Limitations/further research:** In addition to SMEs and large companies, it would be reasonable to include micro-enterprises in the research and to highlight multinationals. Furthermore, it would also be reasonable to determine whether answers differ depending on the gender of the respondent and in which areas these differences are most obvious. The research is excellent basis for comparing cognitive factors that influence different management styles and the success of organizations between countries within the EU, SE Europe and the USA, where it makes sense to specifically shed light, in addition to cognitive factors, on the dominant social and cultural factors in each country or community of states.

**Keywords:** cognitive factors, manager, management style, Slovenian companies, organizational performance.

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**Zineta Vilman** received master's degree at the Faculty of Economics in Ljubljana with the assignment "Mindfulness as a factor in the development of sustainable management". I have more than 30 years of business experience in different industries (finance, construction, waste management, business consulting) at different decision-making levels, which has given me direct insight into different management styles.. Since 2017, I have been online mentor at DOBA Faculty, Maribor for courses in the field of organization, leadership, management, sustainable transformation of companies, family entrepreneurship, innovation, business forecasting, finance, and courses in applied psychology and communication. Since 2018, I have been lecturing Business Finance at the private faculty ERUDIO, Ljubljana, and sustainable management practices and mindfulness at the OSMA Leadership Academy on the island of Krk, Croatia. I am the co-author of the following professional and academic articles: (1) "Knowledge and skills needed for transferring family businesses between generations", (with Dr. Letonja, M.); (2) "Skills needed in family businesses – case study Slovenia and Croatia" (with Dr. Letonja, M. and Puvača, M); "Assessment of entrepreneurial knowledge and skills acquired at the DOBA Faculty in Slovenia and Croatia" (3) "(with Dr. Letonja). ORCID number is j0000-0002-4643-2939.

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