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Zbornik povzetkov

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Kazalo vsebine

The Architecture of Trust: Designing Ethical Systems of Intelligence for Organizational Accountability

Arhitektura zaupanja: Oblikovanje etičnih sistemov intelligence za organizacijsko odgovornost— Lana Hiasat

Umetna inteligenca v visokem šolstvu: pregled in študijski eksperiment

AI in Higher Education: Review and Student Experiment — Tilen Medved, Zvone Balantič

Delovne obremenitve v dobi umetne inteligence: raziskovalni trendi

Workload in the Age of AI: Research Trends — Tilen Medved, Zvone Balantič

Projektifikacija kot način upravljanja

Projectification as a Mode of Governance — Kujtim Sermahaj

Vzdržni sistemski model in digitalna deliberativna demokracija

Viable Systemic Model and Digital Deliberative Democracy — Vasja Roblek

Teoretični pregled in konceptualne osnove za razvoj merilnega instrumenta organizacijske agilnosti v slovenskem kontekstu

Theoretical Review and Conceptual Foundations for the Development of an Organisational Agility Measurement Instrument in the Slovenian Context — Lejla Imamović Lerić

Gradniki timskega dela v kontekstu uporabe umetne inteligence

Building Blocks of Teamwork in the Context of Artificial Intelligence Use — Anja Borovinšek, Boris Bukovec, Magda Lužar

Prenos znanja v organizacijah: vpliv vodstvenih jezikovnih praks

Knowledge Transfer in Organisations: The Impact of Leadership Language Practices — Sandra Bohinec Gorjak

Integrativen pregled literature za prepoznavo gradnikov organizacijske kulture, povezanih z odporom do sprememb v javnem sektorju

Integrative Literature Review for Identifying Organisational Culture Components Associated with Resistance to Change in the Public Sector — Brigita Železnik, Boris Bukovec, Nadia Molek

Vloga odnosa učitelj–dijak pri učni zavzetosti dijakov v srednjih poklicnih šolah

The Role of the Teacher–Student Relationship in Student Engagement in Secondary Vocational Schools — Martina Holešek

Delovna vloga posameznika v prehodu v upokojitev

The Work Role of the Individual in the Transition to Retirement — Zineta Vilman

Vloga vodenja in organizacijske kulture pri zagotavljanju odličnosti v oskrbi starejših v institucionalnem varstvu

The Role of Leadership and Organisational Culture in Ensuring Excellence in Elderly Care in Institutional Settings — Sandra Martinuč, Rebeka Lekše

Trajnostne strategije in odpornost države

Sustainability Strategies and State Resilience — Andrej Vastl

Sodobni modeli upravljanja z okoljem in trajnostni razvoj

Contemporary Environmental Management Models and Sustainable Development — Petronije Jevtić, Muamer Muminović

Digitalna transformacija in inovacije za trajnost

Digital Transformation and Innovations for Sustainability — Ljiljana Stošić Mihajlović, Petronije Jevtić

Motivacijski dejavniki odločanja za prostovoljsko delo v organizacijah na področju zaščite in reševanja

Motivational Factors Influencing the Decision to Volunteer in Civil Protection Organisations — Klemen Mihalič

Stopnja uporabe digitalnega zdravstva v Sloveniji

The Level of Digital Health Adoption in Slovenia — Nejc Bernik, Miha Rupar

Standardi kakovosti in okolja za doseganje poslovne odličnosti

Quality and Environmental Standards for Achieving Business Excellence — Drago Papler, Andrej Raspor

Institucionalna transformacija in ustvarjanje znanja

Institutional Transformation and Knowledge Creation — Tina Quechon, Mirko Markič

Vrednotenje poslovnih načrtov projektov razvoja novih izdelkov: uporaba analitičnega hierarhičnega procesa v okviru uravnoteženega sistema kazalnikov

Evaluation of Business Plans for New Product Development Projects: Application of the Analytical Hierarchy Process within the Balanced Scorecard Framework — Peter Meža

Vpliv nekaterih elementov manifestirane organizacijske kulture na zaznano kakovost storitev v zagrebškem živalskem vrtu

Impact of Certain Elements of Manifested Organisational Culture on the Perceived Quality of Services at Zagreb Zoo — Jasenka Haleuš, Armand Faganel

Vpliv marketinških vsebin na nakupne odločitve

Impact of Marketing Content on Purchasing Decisions — Jasenka Haleuš, Armand Faganel

The Architecture of Trust: Designing Ethical Systems of Intelligence for Organizational Accountability

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Abstract

Research Question (RQ): As organizations increasingly integrate artificial intelligence into decision-making, governance, and service delivery, a central challenge emerges: *how can systems of intelligence be designed to remain trustworthy, ethical, human-centered, and accountable in complex environments?*

Purpose: This plenary proposes the concept of the *architecture of trust* as a strategic framework for designing ethical systems of intelligence that strengthen organizational accountability. It argues that trust cannot be treated as a soft by-product of technology adoption, but must be intentionally designed into organizational structures, decision processes, human-AI interactions, and governance mechanisms.

Approach: The talk draws on an interdisciplinary framework that integrates emotional intelligence, future foresight intelligence, and ethical intelligence with systems thinking, enterprise architecture, and responsible AI principles. It builds on the view that future-ready leadership requires not only technical adoption, but also anticipatory thinking, human judgment, ethical guardrails, and structured architectural design.

Key Insights: The plenary highlights that trustworthy intelligent systems depend on five interrelated dimensions: human agency and oversight, transparency in decision pathways, ethical governance, adaptive foresight, and emotionally intelligent leadership. It also shows how architectural standards and design thinking can help organizations align AI-enabled innovation with accountability, resilience, and public trust.

Organization: The framework supports leaders and institutions in moving from reactive AI adoption toward intentional design of accountable systems that can cope with uncertainty, complexity, and rapid transformation.

Society: The proposed perspective contributes to more responsible and inclusive organizational futures by encouraging the development of intelligent systems that protect human dignity, reduce ethical risk, and promote socially sustainable innovation.

Originality: The contribution reframes trust as an architectural and leadership challenge rather than merely a compliance issue. By connecting ethical AI, foresight, emotional intelligence, and organizational design, it offers a more integrated way of thinking about accountability in the age of intelligent systems.

Limitations / further development: As a conceptual plenary contribution, the framework invites further applied research, case-based validation, and cross-sector experimentation to examine how architectures of trust can be operationalized in different organizational contexts.

Keywords: trustworthy AI, organizational accountability, ethical intelligence, future foresight, emotional intelligence, enterprise architecture.

Povzetek

Arhitektura zaupanja: Oblikovanje etičnih sistemov inteligence za organizacijsko odgovornost

Raziskovalno vprašanje (RQ): Ker organizacije vse bolj vključujejo umetno inteligenco v odločanje, upravljanje in izvajanje storitev, se pojavlja osrednji izziv: kako zasnovati sisteme inteligence tako, da v kompleksnih okoljih ostanejo vredni zaupanja, etični, osredotočeni na človeka in odgovorni?

Namen: To plenarno predavanje predlaga koncept arhitekture zaupanja kot strateški okvir za oblikovanje etičnih sistemov inteligence, ki krepijo organizacijsko odgovornost. Trdi, da zaupanja ni mogoče obravnavati kot mehak stranski produkt uvajanja tehnologije, temveč mora biti namenoma vgrajeno v organizacijske strukture, procese odločanja, interakcije med človekom in umetno inteligenco ter mehanizme upravljanja. Pristop: Predavanje izhaja iz interdisciplinarnega okvira, ki povezuje čustveno inteligenco, inteligenco prihodnjega predvidevanja in etično inteligenco s sistemskim razmišljanjem, arhitekturo podjetja in načeli odgovorne umetne inteligence. Temelji na stališču, da na prihodnost pripravljeno vodenje ne zahteva le tehničnega uvajanja, temveč tudi anticipativno razmišljanje, človeško presojo, etične varovalke in strukturirano arhitekturno zasnovu.

Ključni vpogledi: Plenarno predavanje poudarja, da so zaupanja vredni inteligentni sistemi odvisni od petih medsebojno povezanih razsežnosti: človeške avtonomije in nadzora, preglednosti odločevanja, etičnega upravljanja, prilagodljivega predvidevanja ter čustveno inteligentnega vodenja. Prav tako pokaže, kako lahko arhitekturni standardi in oblikovalsko razmišljanje organizacijam pomagajo uskladiti inovacije, podprte z umetno inteligenco, z odgovornostjo, odpornostjo in zaupanjem javnosti.

Organizacija: Okvir podpira vodje in institucije pri prehodu od reaktivnega uvajanja umetne inteligence k namernemu oblikovanju odgovornih sistemov, ki se lahko spopadajo z negotovostjo, kompleksnostjo in hitrimi spremembami.

Družba: Predlagana perspektiva prispeva k bolj odgovorni in vključujoči organizacijski prihodnosti, saj spodbuja razvoj inteligentnih sistemov, ki varujejo človeško dostojanstvo, zmanjšujejo etično tveganje in spodbujajo družbeno trajnostne inovacije.

Izvirnost: Prispevek zaupanju pripisuje pomen arhitekturnega in vodstvenega izziva, ne pa zgolj vprašanja skladnosti. S povezovanjem etične umetne inteligence, predvidevanja, čustvene inteligence in organizacijskega oblikovanja ponuja bolj celovit način razmišljanja o odgovornosti v dobi inteligentnih sistemov.

Omejitve / nadaljnji razvoj: Kot konceptualni plenarni prispevek okvir odpira prostor za nadaljnje aplikativne raziskave, validacijo na podlagi primerov in medsektorsko eksperimentiranje, da bi preučili, kako je mogoče arhitekture zaupanja operacionalizirati v različnih organizacijskih kontekstih.

Ključne besede: zaupanja vredna umetna inteligenca, organizacijska odgovornost, etična inteligenca, prihodnje predvidevanje, čustvena inteligenca, arhitektura podjetja.

Umetna inteligenca v visokem šolstvu: pregled in študijski eksperiment

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Povzetek

Raziskovalno vprašanje (RV): Kako novejša raziskava opisujejo uporabo umetne inteligence v visokem šolstvu in kako študenti doživljajo z umetno inteligenco podprto učenje in pisanje, kadar se ta uporablja v okviru predmeta ob jasnih pravilih?

Namen: Namen raziskave je sintetizirati aktualne raziskave o uporabi umetne inteligence v visokem šolstvu ter raziskati, kako vodena podpora z umetno inteligenco v praksi vpliva na učenje študentov in akademsko pisanje.

Metoda: Raziskava združuje strukturiran pregled novejša recenzirane literature o umetni inteligenci v visokem šolstvu in eksplorativno študijo, izvedeno pri predmetu. Dvajset študentov je pri pripravi seminarske naloge uporabljalo orodje umetne inteligence kot pomoč pri učenju in pisanju, v skladu z jasno določenimi pravili uporabe in razkritja. Podatki so bili zbrani iz rezultatov naloge in kratke anonimne ankete po opravljeni nalogi, ki je merila zaznano uporabnost, napor, samozavest in jasnost usmeritev glede uporabe umetne inteligence. Rezultati so predstavljeni deskriptivno.

Rezultati: Pregled literature kaže hitro rast z umetno inteligenco podprtega učenja in pisanja, hkrati pa tudi pomisleke glede pretirane uporabe, akademske integritete in nejasnih norm. Rezultati ankete kažejo, da so študenti umetno inteligenco dojemali kot koristno pri strukturiranju idej in začetnem pisanju, vendar so brez jasnih usmeritev poročali tudi o negotovosti glede njene ustrezne uporabe. Dokazi manjšega obsega nakazujejo koristi, kadar je uporaba umetne inteligence vodena in transparentna.

Organizacija: Ugotovitve ponujajo praktične usmeritve za visokošolske učitelje in institucije pri vključevanju umetne inteligence v predmete z jasnimi pravili, kriteriji vrednotenja in usmerjanjem študentov, kar podpira enotne učne izide in zagotavljanje kakovosti.

Družba: Izboljševanje pismenosti o umetni inteligenci in odgovorne rabe v visokem šolstvu prispeva k pravičnejšemu vrednotenju, zmanjšuje zlorabe in študente pripravlja na etično uporabo umetne inteligence pri prihodnjem delu.

Originalnost: Študija povezuje usmerjen pregled literature z eksplorativno uporabo v razredu in anketo med študenti ter tako ponuja aplikativne dokaze iz resnične pedagoške prakse, ne le konceptualne razprave.

Omejitve/nadaljnje raziskovanje: Majhen vzorec in omejenost na en predmet zmanjšujeta možnost posploševanja. Nadaljnje raziskave naj vključijo večje vzorce, primerjalne skupine, longitudinalne pristope in analize po posameznih disciplinah.

Ključne besede: umetna inteligenca, visoko šolstvo, pisanje študentov, učna podpora, eksplorativna študija, anketna raziskava, akademska integriteta, pedagoška praksa

Abstract

AI in Higher Education: Review and Student Experiment

Research Question (RQ): How does recent research describe the use of AI in higher education, and how do students experience AI-assisted learning and writing when used under clear rules in a course setting?

Purpose: The purpose of this study is to synthesize current research on AI use in higher education and to explore how guided AI support affects student learning and academic writing in practice.

Method: The study combines a structured review of recent peer-reviewed literature on AI in higher education with an exploratory course-based study. Twenty students used an AI tool as a learning and writing assistant while preparing a seminar paper, in accordance with explicit usage and disclosure rules. Data were collected from assignment outcomes and a short anonymous post-task survey measuring perceived usefulness, effort, confidence, and clarity of AI guidance. Results are reported descriptively.

Results: The literature review shows rapid growth in AI-supported learning and writing, alongside concerns about overuse, integrity, and unclear norms. Survey results indicate that students perceived AI as helpful for structuring ideas and early drafting, but also reported uncertainty about its appropriate use without clear guidance. The small-scale evidence suggests benefits when AI use is guided and transparent.

Organization: The findings provide practical guidance for educators and institutions on integrating AI into courses through clear rules, assessment criteria, and student guidance, supporting consistent learning outcomes and quality assurance.

Society: Improving AI literacy and responsible use in higher education supports fairer assessment, reduces misuse, and prepares students for ethical AI use in future work.

Originality: The study links a focused literature review to an exploratory classroom application and a student survey, providing applied evidence from real teaching practice rather than conceptual discussion alone.

Limitations / further research: The small sample size and single-course context limit generalization. Future research should include larger samples, comparison groups, longitudinal designs, and discipline-specific analyses.

Keywords: artificial intelligence, higher education, student writing, learning support, exploratory study, survey research, academic integrity, teaching practice.

Delovne obremenitve v dobi umetne inteligence: raziskovalni trendi

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Povzetek

Raziskovalno vprašanje (RV): Kako se je raziskovanje na področju umetne inteligence in delovnih obremenitev razvijalo skozi čas in katere teme, metode in vrzeli oblikujejo sedanje razumevanje delovnih obremenitev in dobrega počutja pri delu, ki ga omogoča umetna inteligenca?

Namen: Namen te študije je opisati in vizualno prikazati raziskovalno področje umetne inteligence in delovnih obremenitev ter identificirati ključne teme, trende objavljanja in vrzeli, ki so pomembne za oblikovanje dela, upravljanje in dobro počutje.

Metoda: Študija uporablja bibliometrično analizo za recenzirane publikacije, indeksirane v Scopusu v zadnjih petih letih. Pregledna strategija iskanja zajema umetno inteligenco, delovne obremenitve in sinonime. Analiza preučuje rast publikacij, vzorce citiranja, mreže virov in avtorjev ter sočasno pojavljanje ključnih besed, podprto s tehnikami znanstvene vizualizacije. Interpretacija temelji na perspektivah oblikovanja dela in zahtevah dela.

Rezultati: Ugotovili smo močno rast publikacij na področju umetne inteligence in delovnih obremenitev. Razkrivamo prevladujoče raziskovalne teme, koncentracijo raziskav in regij ter metodološke vzorce, pa tudi področja, ki ostajajo premalo raziskana v zvezi z umetno inteligenco, delovno obremenitvijo in blaginjo.

Organizacija: S sintezo razdrobljenega sklopa raziskav študija pomaga menedžerjem in kadrovskim strokovnjakom razumeti, kje so dokazi dobro razviti in kje je pri uvajanju umetne inteligence v delovne procese potrebna previdnost ali nadaljnja ocena.

Družba: Pojasnitev, kako se delovna obremenitev obravnava v raziskavah, povezanih z umetno inteligenco, prispeva k odgovorni rabi umetne inteligence, zdravju delavcev in pravičnim delovnim praksam v vse bolj avtomatiziranih okoljih.

Originalnost: Študija ponuja osredotočen bibliometrični pregled raziskav delovnih obremenitev, povezanih z umetno inteligenco, in združuje perspektive o oblikovanju dela, stresu in dobrem počutju, ki se pogosto proučujejo ločeno.

Omejitve/nadaljnje raziskovanje: Bibliometrični izsledki so odvisni od obsega ene same zbirke podatkov in izbire iskanja ter ne zagotavljajo vzročnih dokazov. Prihodnje raziskave bi morale združiti bibliometrično raziskovanje z empiričnimi in intervencijskimi študijami v različnih sektorjih in regijah.

Ključne besede: umetna inteligenca, delovne obremenitve, zahteve dela, poklicni stres, oblikovanje dela, dobrobit zaposlenih, bibliometrična analiza, umetna inteligenca na delovnem mestu.

Abstract

Workload in the Age of AI: Research Trends

Research Question (RQ): How has research on AI and workload developed over time, and what themes, methods, and gaps shape current understanding of workload and well-being in AI-enabled work?

Purpose: The purpose of this study is to map and describe the research landscape on AI and workload, identifying key topics, publication trends, and gaps relevant to work design, management, and well-being.

Method: The study applies bibliometric analysis to peer-reviewed publications indexed in Scopus over the last five years. A transparent search strategy covers AI, workload, and synonyms. The analysis examines publication growth, citation patterns, source and author networks, and keyword co-occurrence, supported by science-mapping techniques. Interpretation is guided by work-design and job demands perspectives.

Results: We found strong growth in publications across the AI and workload cross-section. We reveal dominant research themes, the concentration of research and regions, and methodological patterns, as well as areas that remain understudied in relation to AI, workload, and well-being.

Organization: By synthesizing a fragmented body of research, the study helps managers and HR professionals understand where evidence is well-developed and where caution or further evaluation is needed when implementing AI in work processes.

Society: Clarifying how workload is addressed in AI-related research contributes to responsible AI use, worker health, and fair work practices in increasingly automated environments.

Originality: The study offers a focused bibliometric overview of AI-related workload research, bringing together perspectives on work design, stress, and well-being that are often studied separately.

Limitations / further research: Bibliometric findings depend on coverage of a single database and on search choices and do not provide causal evidence. Future research should combine bibliometric mapping with empirical and intervention studies across sectors and regions.

Keywords: artificial intelligence, workload, job demands, occupational stress, work design, employee well-being, bibliometric analysis, AI at work.

Projektifikacija kot način upravljanja

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Povzetek

Raziskovalno vprašanje (RV): Kako projektifikacija deluje kot organizacijska logika v javnih upravah, kjer je birokratska zmogljivost šibka, upravljanje pa je močno določeno z zunanjimi donatorji?

Namen: Prispevek želi razširiti teorijo projektifikacije z analizo delovanja projektno zasnovanega organiziranja v pokonfliktnih javnih upravah, nasičenih z donatorskimi projekti. Trdi, da lahko v takšnih okoljih projektifikacija deluje kot nadomestilo za temeljne administrativne rutine, ne pa zgolj kot dopolnilni koordinacijski mehanizem. Ta teoretični prispevek izziva obstoječe predpostavke, saj izpostavlja možno vlogo projektifikacije kot nadomestka upravljanja, kar bistveno spreminja razumevanje njene funkcionalnosti v šibkih birokratskih okoljih. Tak pogled nadgrajuje obstoječo teorijo s poudarkom na preoblikovalnem učinku donatorsko vodenega projektnega usklajevanja pri preoblikovanju struktur upravljanja.

Metoda: Študija temelji na konceptualnem in teoretsko vodenem pristopu ter sintetizira uveljavljeno literaturo o projektifikaciji v javnem sektorju, s poudarkom na skandinavskih in širših evropskih prispevkih. Povezuje spoznanja institucionalne teorije in raziskav hibridnega upravljanja. Kosovo je uporabljeno kot ilustrativen primer za izzivanje in preverjanje prevladujočih predpostavk v literaturi. Z uporabo Kosova kot teoretskega konteksta študija raziskuje možne izide in dinamike v okoljih, kjer je birokratska zmogljivost okrnjena. V tej konceptualni analizi niso uporabljeni primarni podatki.

Rezultati: Ugotovitve prepoznajo organizacijska tveganja glede koordinacije, odgovornosti in institucionalnega učenja v okoljih, v katerih prevladujejo projekti. Predstavljeni okvir pojasnjuje, zakaj lahko projektne rešitve kratkoročno dosegajo učinkovitost, dolgoročno pa spodkopavajo organizacijsko koherentnost javnega upravljanja. Praktične implikacije za javne menedžerje in donatorske agencije vključujejo potrebo po uravnoteženju projektne intervencije s trajnostnimi institucionalnimi strategijami. Z vključitvijo teh ugotovitev lahko menedžerji in agencije bolje zasnujejo projekte tako, da krepijo dolgoročno upravljanje ter hkrati zmanjšujejo tveganja, povezana z odvisnostjo od donatorsko vodenih projektov.

Družba: Z razlago načinov, kako projekti, financirani z donatorskimi sredstvi, preoblikujejo strukture upravljanja, prispevek dopolnjuje razprave o trajnosti javnega sektorja, razvoju državnih zmogljivosti in odgovorni rabi zunanje pomoči v tranzicijskih družbah.

Originalnost: Prispevek razvija teorijo projektifikacije v kontekstih, v katerih projekti ne dopolnjujejo birokratskih zmogljivosti, temveč jih nadomeščajo. S tem prispeva k razpravi s predlogom, da lahko projektifikacija v določenih okoljih deluje kot oblika nadomestnega upravljanja, kar si zasluži temeljitejšo obravnavo v literaturi.

Omejitve/nadaljnje raziskovanje: Ker gre za konceptualno študijo, prispevek ne vključuje empiričnega preverjanja. Nadaljnje raziskave naj »nadomestno« projektifikacijo proučijo s primerjalnimi študijami primerov in mešanimi raziskovalnimi načrti, zlasti v pokonfliktnih in od pomoči odvisnih javnih upravah.

Ključne besede: projektifikacija; javna uprava; upravljanje; hibridne organizacije; odvisnost od donatorjev; institucionalna zmogljivost; pokonfliktne države; organizacijska teorija.

Abstract

Projectification as a Mode of Governance

Research Question (RQ): How does projectification operate as an organisational logic in public administrations where bureaucratic capacity is weak, and governance is strongly determined by external donors?

Purpose: This paper aims to extend projectification theory by analysing the operation of project-based organising in post-conflict and donor-saturated public administrations. It argues that, in these contexts, projectification may function as a substitute for core administrative routines rather than as a complementary coordination mechanism. This theoretical contribution challenges existing assumptions by highlighting projectification's potential role as a governance substitute, fundamentally altering the perception of its functionality in weak bureaucratic environments. This perspective extends current theory by emphasising the transformational impact of donor-driven project coordination in reshaping governance structures.

Method: This study uses a conceptual and theory-driven approach, synthesising established literature on projectification in the public sector, with emphasis on Scandinavian and European contributions. It combines insights from institutional theory and hybrid governance research. Kosovo is employed as an illustrative case to challenge and examine dominant assumptions in the literature. By using Kosovo as a theoretical context, the study explores the potential outcomes and dynamics in environments where bureaucratic capacity is compromised. No primary data are analysed in this conceptual analysis.

The findings identify organisational risks concerning coordination, accountability, and institutional learning within environments dominated by projects. The framework explains why project-based solutions may achieve short-term effectiveness but undermine long-term organisational coherence for public managers. Practical implications for public managers and donor agencies include the need to balance project-based interventions with sustainable institutional strategies. By integrating these findings, managers and agencies can better design projects to enhance long-term governance while mitigating the risks associated with dependency on donor-driven projects.

Society: By interpreting the ways donor-funded projects reshape governance structures, this paper adds to discussions on public sector sustainability, state capacity development, and the responsible use of external assistance in transitional societies.

Originality: This paper elaborates projectification theory in contexts in which projects substitute for, rather than complement, bureaucratic capacity. This paper adds to the debate by proposing that, in specific contexts, projectification might serve as a form of governance substitution, a factor that deserves more thorough exploration in the literature.

Limitations / further research: As a conceptual study, this paper does not include empirical testing. Future research needs to investigate “substitutive” projectification using comparative case studies and mixed-method designs, especially in post-conflict and aid-dependent public administrations.

Keywords: projectification; public administration; governance; hybrid organisations; donor dependency; institutional capacity; post-conflict states; organisational theory.

Vzdržni sistemski model in digitalna deliberativna demokracija

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Povzetek

Raziskovalno vprašanje (RV): Kako lahko VSM in Meadowsovih 12 vzvodnih točk usmerjajo spremembe v digitalnih demokratičnih sistemih, s ciljem zagotoviti večjo odpornost, prilagodljivost in vključevanje?

Namen: Namen raziskave je razviti in preizkusiti celovit kibernetiko-sistemski analitični okvir za razumevanje digitalne deliberacije kot kompleksnega socio-tehničnega sistema. V okviru analize bodo identificirane ključne strukturne vrzeli in najmočnejši vzvodi. Ta analiza bo opravljena z namenom, da se omogoči izboljšanje odpornosti, prilagodljivosti in vključenosti teh sistemov.

Metoda: Raziskava je teoretsko-konceptualna in temelji na sistematičnem pregledu literature ter primerjalni analizi študij primerov digitalnih deliberativnih platform. Elemente platform deduktivno preslika na VSM (Sistemi 1–5), teme zunaj VSM pa zajame z induktivnim kodiranjem; Meadowsove vzvodne točke služijo za prepoznavanje ključnih mest intervencij.

Rezultati: Rezultat analize kažejo, da VSM omogoča natančno diagnozo strukturnih šibkosti digitalnih deliberativnih sistemov. Pri tem se najpogostejše kot ozko grlo izkaže koordinacija (Sistem 2) ter šibkost povratnih zank med deliberacijo in institucionalno implementacijo. Primerjalna analiza kaže, da najbolj "uravnotežen" primer deliberacijske platforme predstavlja vTaiwan. Ta namreč najbolj dosledno uresničuje funkcije vseh VSM podsistemov. Hkrati pa platforma zagotavlja tudi močnejše dvosmerne povratne zanke. ZA druge platforme so značilni bolj asimetrični profili (npr. močna identiteta, a šibka koordinacija ali obratno).

Organizacija: Raziskava ima neposredne implikacije za organizacije (javne uprave, civic-tech ekipe, upravljavce platform). Študija predlaga, da se digitalna deliberacija načrtuje kot upravljavski ekosistem z jasnimi koordinacijskimi protokoli, mehanizmi skladnosti in obveznimi povratnimi zankami poročanja o implementaciji

Družba: Raziskava na ravni družbe prispeva k razmisleku, kako lahko digitalne demokratične inovacije zmanjšujejo krizo legitimnosti in krepijo zaupanje, vendar le, če so zasnovane tako, da omejujejo digitalno fragmentacijo, manipulacijo in izključevanje ter krepijo transparentnost in odgovornost. Pri tem študija posebej poudari upravljanje informacijskih tokov in pravil ter pomen algoritmične odgovornosti. To je relevantno tudi za širša vprašanja digitalnih pravic, socialne odgovornosti in varnosti v digitalnih okoljih.

Originalnost: Originalnost raziskave je v sinergijski uporabi VSM kot diagnostičnega okvira (funkcionalno mapiranje vzdržnosti sistema) in Meadowsovih vzvodnih točk kot transformativne logike (prioritizacija globine in učinkovitosti intervencij) pri analizi digitalne deliberativne demokracije.

Omejitve/nadaljnje raziskovanje: Omejitve izhajajo iz pretežno dokumentarne in primerjalne zasnove (omejen vpogled v neformalne prakse, notranje procese in politična pogajanja) ter iz variabilnosti implementacij istih platform v različnih okoljih.

Ključne besede: vzdržni sistemski model, kibernetika, vzvodne točke, digitalne demokratične inovacije, povratne zanke, platformno upravljanje, institucionalizacija participacije.

Abstract

Viable Systemic Model and Digital Deliberative Democracy

Research Question (RQ): How can VSM and Meadows's 12 leverage points guide changes in digital democratic systems, with the aim of ensuring greater viability, adaptability, and inclusion?

Purpose: The purpose of the research is to develop and test a comprehensive cyber-systems analytical framework for understanding digital deliberation as a complex socio-technical system. The analysis identifies key structural gaps and the strongest leverage points. This analysis is intended to improve the viability, adaptability, and inclusivity of these systems.

Method: This theoretical-conceptual research is based on a systematic literature review and comparative analysis of case studies of digital deliberative platforms. The elements of the platforms were deductively mapped onto the VSM (Systems 1–5), while topics outside the VSM were captured using inductive coding. Meadows's leverage points were used to identify the key sites for intervention.

Results: The results of the analysis show that the VSM enables an accurate diagnosis of the structural weaknesses of digital deliberative systems. Coordination (System 2) most commonly emerges as a bottleneck, along with weak feedback loops between deliberation and institutional implementation. Comparative analysis shows that the most "balanced" deliberative platform is vTaiwan, which consistently implements the functions of all VSM subsystems. Simultaneously, the platform provides stronger two-way feedback loops. Other platforms are characterised by more asymmetric profiles (e.g. strong identity but weak coordination, or vice versa).

Organisations: The research has direct implications for organisations (public administrations, civic-tech teams, platform operators). The study proposes that digital deliberation should be designed as a management ecosystem with clear coordination protocols, compliance mechanisms, and mandatory feedback loops for implementation and reporting.

Society: At the societal level, this research contributes to the reflection on how digital democratic innovations can mitigate the legitimacy crisis and build trust, but only if they are designed to limit digital fragmentation, manipulation, and exclusion while strengthening transparency and accountability. This study particularly emphasises the management of information flows and rules, as well as the importance of algorithmic accountability. This is also relevant to broader questions of digital rights, social responsibility, and security in digital environments.

Originality: The originality of this research lies in the synergistic use of the VSM as a diagnostic framework (functional mapping of system viability) and Meadows's leverage points as transformative logic (prioritising the depth and effectiveness of interventions) in the analysis of digital deliberative democracy.

Limitations / further research: The limitations stem from the predominantly documentary and comparative approach (limited insight into informal practices, internal processes, and political negotiations), as well as from the variability in the implementation of the same platforms in different contexts.

Keywords: viable systemic model, cybernetics, leverage points, digital democratic innovations, feedback loops, platform governance, institutionalization of participation.

Teoretični pregled in konceptualne osnove za razvoj merilnega instrumenta organizacijske agilnosti v slovenskem kontekstu

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Povzetek

Raziskovalno vprašanje (RV): Katere dimenzije in kazalniki organizacijske agilnosti so teoretično utemeljeni in kontekstualno relevantni za slovensko organizacijsko okolje?

Namen: Namen raziskave je vzpostaviti teoretično in konceptualno osnovo za uporabo obstoječega merilnega instrumenta organizacijske agilnosti v slovenskem organizacijskem kontekstu. Ob upoštevanju organizacijske agilnosti kot večdimenzionalnega konstrukta se raziskava osredotoča na vsebinsko in konceptualno utemeljenost dimenzij in indikatorjev instrumenta, ki so ga razvili Lee in sod., 2015, in ga kasneje empirično validirali Gürbüz & Hatunoğlu, 2022. Primarni cilj raziskave je sistematizirati relevantna teoretična in empirična spoznanja o organizacijski agilnosti, da se oceni vsebinska relevantnost in konceptualna doslednost dimenzij in indikatorjev navedenega instrumenta v primerjavi s sodobnimi teoretičnimi pristopi in specifičnostmi slovenskega organizacijskega okolja. Sekundarni cilj je konceptualno pojasniti pojem organizacijske agilnosti, analizirati strukturo obstoječega merilnega instrumenta ter oceniti njegovo kontekstualno uporabnost v Sloveniji, s čimer se postavljajo temelji za prihodnjo empirično validacijo.

Metoda: Raziskava temelji na integrativnem teoretičnem pregledu in konceptualni analizi relevantne mednarodne znanstvene literature. Pregled je obsegal 50 znanstvenih člankov, objavljenih v obdobju 2015–2026, indeksiranih v bazah ProQuest in Web of Science, z dopolnilnim iskanjem prek Google Scholar za identifikacijo dodatnih relevantnih virov. Literatura je bila iskana s ključnimi pojmi: organizational agility, agile organization, measurement instrument in scale validation. V pregled so vključene empirične in teoretične študije, ki se eksplicitno ukvarjajo s konceptualizacijo organizacijske agilnosti ter razvojem ali validacijo merilnih instrumentov, medtem ko so bili izključeni članki, ki agilnost obravnavajo zgolj operativno ali sektorsko. Analiza literature je bila izvedena s kvalitativno konceptualno analizo, z namenom identifikacije dominantnih definicij, dimenzij in indikatorjev organizacijske agilnosti ter ocene teoretične utemeljenosti obstoječega merilnega instrumenta v slovenskem kontekstu.

Rezultati: Rezultati teoretičnega pregleda kažejo, da se organizacijska agilnost v sodobni literaturi najpogosteje konceptualizira kot večdimenzionalni konstrukt, pri čemer prevladujejo dimenzije povezane s proaktivnostjo, radikalnostjo, respozivnostjo in adaptivnostjo. Analiza obstoječih merilnih instrumentov

kaže, da instrument Lee et al., 2015 temelji na jasno diferenciranih dimenzijah in izpolnjuje osnovne psihometrične kriterije v dosedanjih empiričnih validacijah, vključno s prilagoditvijo za turški kontekst (Gürbüz & Hatunoğlu, 2022). Hkrati pregled literature kaže na konceptualna prekrivanja med dimenzijami, razlike v teoretičnih izhodiščih (agilnost kot sposobnost, niz praks ali organizacijska kultura) ter na pomanjkanje kontekstualno prilagojenih merilnih instrumentov za slovensko okolje, kar potrjuje potrebo po nadaljnji teoretični in empirični prilagoditvi obstoječega instrumenta.

Organizacija: Ta teoretični pregled osvetljuje manj raziskane vidike organizacijske agilnosti v raziskovalnem kontekstu in nudi konkretne usmeritve organizacijam in raziskovalcem. Analizirani instrumenti izpostavljajo štiri ključne dimenzije agilnosti – proaktivnost, radikalnost, responzivnost in adaptivnost – ki so posebej relevantne za slovenski organizacijski kontekst. Usmeritve se nanašajo na način ocenjevanja agilnosti znotraj organizacij in predstavljajo osnovo za razvoj in validacijo novega merilnega instrumenta za proučevanje agilnosti v Sloveniji.

Družba: Raziskava prispeva k širšemu družbenemu razumevanju organizacijske agilnosti kot mehanizma prilagajanja organizacij sodobnim ekonomskim, tehnološkim in družbenim spremembam. Posredno prispeva k razvoju organizacij, ki so bolj prilagodljive, odporne in družbeno odgovorne, kar pozitivno vpliva na trajnostni razvoj in delovno okolje.

Originalnost: Originalnost raziskave je v sistematizaciji obstoječih teoretičnih in empiričnih spoznanj o organizacijski agilnosti ter njihovi kontekstualizaciji za slovenski organizacijski kontekst, kjer do zdaj ne obstaja enoten teoretični okvir niti validiran merilni instrument. Raziskava dodatno prispeva z sintetiziranjem ključnih dimenzij agilnosti – proaktivnost, radikalnost, responzivnost in adaptivnost – ter zagotavlja temelje za razvoj in prihodnjo validacijo merilnega instrumenta, prilagojenega slovenskim organizacijam.

Omejitve/nadaljnje raziskovanje: Ključna omejitev raziskave je odsotnost empirične validacije, saj gre za teoretični pregled in konceptualno analizo. Nadalje je pregled omejen na literaturo objavljeno v obdobju 2015–2026, kar lahko izključi starejše, a še vedno relevantne instrumente. Raziskava je omejena tudi na literaturo v angleškem jeziku, čeprav bi slovenska in druga slavenska literatura lahko ponudila dodatne vpogled. Uporabljene baze so Scopus in Web of Science, z dopolnilnim iskanjem prek Google Scholar; druge baze niso vključene, kar lahko povzroči spregled določenih virov. Nalazi so kontekstualno specifični za Slovenijo, zato njihova prenosljivost na druge tranzicijske ekonomije morda ni popolna. Za omilitev teh omejitev je bila uporabljena dopolnilna preiskava sive literature in relevantnih člankov, citiranih v pregledani literaturi. Nadaljnji koraki raziskave vključujejo pilotno testiranje instrumenta, faktorsko analizo in preverjanje zanesljivosti na slovenskem vzorcu, s čimer se načrtuje empirična validacija in povečanje generalizabilnosti rezultatov.

Ključne besede: organizacijska agilnost, teoretični pregled, merilni instrument, slovenski organizacijski kontekst, vsebinska veljavnost, scale validation.

Abstract

Validation of a Measurement Instrument for Organizational Agility in Slovenia – Literature Review

Research Question (RQ): Which dimensions and indicators of organizational agility are theoretically grounded and contextually relevant for the Slovenian organizational environment?

Purpose: The aim of this study is to establish a theoretical and conceptual basis for the application of an existing organizational agility measurement instrument in the Slovenian organizational context. Considering organizational agility as a multidimensional construct, the study focuses on the content and conceptual validity of the instrument's dimensions and indicators, originally developed by Lee et al. (2015) and subsequently empirically validated by Gürbüz & Hatunoğlu (2022). The primary objective is to systematize relevant theoretical and empirical knowledge on organizational agility in order to assess the content relevance and conceptual consistency of the instrument's dimensions and indicators in relation to contemporary theoretical approaches and the specificities of the Slovenian organizational environment. The secondary objective is to conceptually clarify the notion of organizational agility, analyze the structure of the existing measurement instrument, and assess its contextual applicability in Slovenia, thus laying the groundwork for future empirical validation.

Method: The study is based on an integrative theoretical review and conceptual analysis of relevant international scholarly literature. The review included 50 scholarly articles published between 2015 and 2026, indexed in ProQuest and Web of Science, with supplementary searches via Google Scholar to identify additional relevant sources. Literature was searched using the keywords: organizational agility, agile organization, measurement instrument, and scale validation. The review included empirical and theoretical studies explicitly addressing the conceptualization of organizational agility and the development or validation of measurement instruments, while articles treating agility solely from an operational or sectoral perspective were excluded. Literature analysis was conducted using qualitative conceptual analysis to identify dominant definitions, dimensions, and indicators of organizational agility and to assess the theoretical grounding of the existing measurement instrument in the Slovenian context.

Results: The results of the theoretical review indicate that organizational agility in contemporary literature is most commonly conceptualized as a multidimensional construct, with dominant dimensions related to proactivity, radicalness, responsiveness, and adaptability. Analysis of existing measurement instruments shows that the Lee et al. (2015) instrument is based on clearly differentiated dimensions and meets basic psychometric criteria in prior empirical validations, including adaptation for the Turkish context (Gürbüz & Hatunoğlu, 2022). At the same time, the literature review highlights conceptual overlaps among dimensions, differences in theoretical foundations (agility as a capability, a set of practices, or organizational culture), and a lack of contextually adapted measurement instruments for the Slovenian environment, confirming the need for further theoretical and empirical adaptation of the existing instrument.

Organization: This theoretical review illuminates less-explored aspects of organizational agility in the research context and provides practical guidance for organizations and researchers. The analyzed instruments highlight four key dimensions of agility – proactivity, radicalness, responsiveness, and adaptability – which are particularly relevant for the Slovenian organizational context. The guidance relates to assessing agility within organizations and provides a foundation for the development and validation of a new measurement instrument to study agility in Slovenia.

Society: The study contributes to a broader social understanding of organizational agility as a mechanism for adapting organizations to contemporary economic, technological, and societal changes. Indirectly, it contributes to the development of organizations that are more adaptable, resilient, and socially responsible, positively impacting sustainable development and the work environment.

Originality: The originality of this study lies in the systematization of existing theoretical and empirical knowledge on organizational agility and its contextualization for the Slovenian organizational environment, where no unified theoretical framework or validated measurement instrument currently exists. The study further contributes by synthesizing key agility dimensions – proactivity, radicalness, responsiveness, and adaptability – and provides a basis for the development and future validation of a measurement instrument adapted to Slovenian organizations.

Limitations / further research: A key limitation of this study is the absence of empirical validation, as it is based solely on a theoretical review and conceptual analysis. Furthermore, the review is limited to literature published between 2015 and 2026, which may exclude older yet still relevant instruments. The study is also limited to English-language literature, although Slovenian and other Slavic literature could provide additional insights. The databases used were Scopus and Web of Science, with supplementary searches via Google Scholar; other databases were not included, which may have led to the omission of some sources. Findings are contextually specific to Slovenia, and their applicability to other transition economies may be limited. To mitigate these limitations, a supplementary search of grey literature and relevant cited articles was conducted. Future research steps include pilot testing the instrument, conducting factor analysis, and assessing reliability on a Slovenian sample, aiming for empirical validation and increased generalizability of the results.

Keywords: organizational agility, theoretical review, measurement instrument, Slovenian organizational context, content validity, scale validation.

Gradniki timskega dela v kontekstu uporabe umetne inteligence

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Povzetek

Raziskovalno vprašanje (RV): Kateri so ključni gradniki timskega dela v kontekstu uporabe umetne inteligence?

Namen: Namen raziskave je prepoznati in sistematično opredeliti ključne gradnike timskega dela v kontekstu uporabe umetne inteligence na podlagi pregleda obstoječe znanstvene literature.

Metoda: Raziskovalna metodologija temelji na pregledu znanstvene literature, objavljene v dostopnih podatkovnih bazah Scopus, Science Direct, SpringerLink in dLib. Pregled literature je bil usmerjen na ključne pojme kot so organizacijski timi, umetna inteligenca in timsko delo. Raziskava je bila omejena na literaturo, ki je odprtega dostopa, pri čemer so bili izločeni viri, ki se neposredno ne nanašajo na naše raziskovalno področje.

Rezultati: Raziskava identificira ključne gradnike timskega dela v kontekstu uporabe umetne inteligence (tehnologija, kompetence, ...), ki predstavljajo izhodišče za nadaljnjo empirično raziskovanje.

Organizacija: Raziskava ponuja vpogled v gradnike timskega dela v kontekstu uporabe umetne inteligence, ki lahko služijo kot podlaga za oblikovanje učinkovitih timov, razvoj ustreznih kompetenc zaposlenih ter za uvajanje umetne inteligence na način, ki podpira sodelovanje, inovativnost in dolgoročno uspešnost organizacij.

Družba: Ugotovitve prispevajo družbi k večji pozornosti in zavedanju pomena timskega dela in njegovih gradnikov v kontekstu uporabe umetne inteligence, kar lahko prispeva k večji konkurenčnosti organizacij in odgovornemu uvajanju sodobnih tehnologij v organizacijah.

Originalnost: Izvirnost raziskave se kaže v pregledu in identifikaciji gradnikov timskega dela v kontekstu uporabe umetne inteligence ter s tem nadgradnjo obstoječih oblik timskega dela, ki izzivov umetne inteligence niso upoštevale.

Omejitve/nadaljnje raziskovanje: Omejitev raziskave se nanaša zgolj na pregled obstoječe znanstvene literature. Pripravljen pregled literature pa omogoča nadaljnje raziskovanje področja, v smeri empiričnega preverjanja identificiranih gradnikov timskega dela v kontekstu uporabe umetne inteligence.

Ključne besede: organizacijski timi, timsko delo, gradniki timskega dela, umetna inteligenca, človek-UI sodelovanje.

Abstract

Building Blocks of Teamwork in the Context of Artificial Intelligence Use

Research Question (RQ): What are the key building blocks of teamwork in the context of artificial intelligence usage?

Purpose: The purpose of the study is to identify and systematically define the key building blocks of teamwork in the context of artificial intelligence utilization based on a review of existing scientific literature.

Method: The research methodology is based on a review of scientific literature published in the accessible databases Scopus, ScienceDirect, SpringerLink, and dLib. The literature review focused on key concepts such as organisational teams, artificial intelligence, and teamwork. The study was limited to open-access publications, while sources not directly related to the defined research field were excluded.

Results: The study identifies the key building blocks of teamwork in the context of artificial intelligence use (technology, competencies,...), which provide a foundation for further empirical investigation.

Organization: The research offers insight into the building blocks of teamwork in the context of artificial intelligence utilization, which may serve as a basis for designing effective teams, developing appropriate employee competencies, and implementing artificial intelligence in a manner that supports collaboration, innovation, and the long-term performance of organizations.

Society: The findings contribute to greater societal awareness of the importance of teamwork and its fundamental components in the context of artificial intelligence utilization. This may enhance organizational competitiveness and promote the responsible implementation of contemporary technologies.

Originality: The originality of the study lies in the systematic review and identification of teamwork building blocks in the context of artificial intelligence utilization, thereby extending existing models of teamwork that have not comprehensively addressed the challenges introduced by artificial intelligence.

Limitations / further research: The limitation of the study relates to its exclusive reliance on a review of existing scientific literature. However, the conducted review provides a foundation for further research aimed at empirically validating the identified building blocks of teamwork in the context of artificial intelligence utilization.

Keywords: organisational teams, teamwork, building blocks of teamwork, artificial intelligence, human–AI collaboration.

Prenos znanja v organizacijah: vpliv vodstvenih jezikovnih praks

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Povzetek

Raziskovalno vprašanje (RV): Kako lahko vodstvene prakse, usmerjene v zavesten prenos znanja med zaposlenimi, preprečijo entropijo razkroja organizacijskega potenciala ter vzpostavijo sisteme kolektivne inteligence kot temelj ključne strategije za preživetje organizacije v pogojih nenehne transformacije družbe?

Namen: Namen raziskave je bil preučiti vlogo vodstvene komunikacije pri prenosu znanja kot temeljne kulturne prakse preživetja organizacij. Organizacije danes delujejo v razmerah stalnih sprememb, negotovosti in intenzivnih konkurenčnih pritiskov, zato so vprašanja produktivnosti in ustvarjanja nove vrednosti postala eksistenčna. Izhodišče raziskave temelji na razumevanju organizacije kot kulturnega sistema, katerega preživetje je odvisno od učinkovitosti njegovih notranjih praks, kjer ima prenos znanja osrednjo vlogo, saj omogoča reševanje kompleksnih poslovnih izzivov in sprejemanje utemeljenih odločitev. Sodobne organizacije se pogosto soočajo s komunikacijsko izolacijo nosilcev ekspertnega znanja ter z vztrajnostjo kulturnega vzorca individualizma, ki spodbuja zadrževanje znanja kot osebnega kapitala. Takšne prakse omejujejo kroženje idej in dolgoročno ogrožajo organizacijsko obstojnost. Cilj raziskave je pokazati, da vodstvene komunikacijske prakse, ki zavestno gradijo na sistematičnem spodbujanju deljenja znanja, predstavljajo nujni razvojni premik in novo paradigmo organizacijske kulture.

Metoda: Raziskava je temeljila na dveh medsebojno dopolnjujočih se kvalitativnih pristopih. Prvi je vključeval semistrukturirane intervjuje z vodji iz večjih slovenskih podjetij, osredotočene na njihove izkušnje s komuniciranjem znanja in ustvarjanjem sodelovalne kulture. Drugi pristop je zajemal korpusno analizo besedišča vodij, s poudarkom na jezikovni moči pomenov.

Rezultati: Rezultati raziskave potrjujejo, da je prenos znanja preko vodstvene komunikacije eden ključnih dejavnikov oblikovanja notranje kohezije organizacije in da vključujoča, dialoška in reflektivna raba vodstvenega jezika neposredno spodbuja deljenje znanja in krepi zavzetost zaposlenih.

Organizacija: Raziskava ponuja organizacijam pragmatičen vpogled v razvoj trajnostnih komunikacijskih vzorcev voditeljev. Podana je smernica, kako lahko voditelji oblikujejo zavestno jezikovno strategijo, ki omogoča kulturni prehod iz individualističnega v sodelovalni model organiziranosti.

Družba: Učinkovit prenos znanja med zaposlenimi znotraj organizacij je bistvenega pomena za razvoj in obstoj družbe. Kultura zadrževanja znanja omejuje zmožnosti skupnega napredka in zavira inovacijski potencial, medtem ko sodelovalne prakse omogočajo transformacijo delovnih okolij v soustvarjalne prostore, ki krepijo socialni kapital ter razvijajo kolektivno odpornost na družbene krize in eksistenčna

tveganja. Družba, v kateri organizacije delujejo kot žive celice sodelovanja in vzajemnosti, ima večje možnosti za dolgoročno stabilnost, duševno in socialno zdravje ter preživetje v pogojih sistemskih izzivov.

Originalnost: Prispevek uvaja nov koncept organizacijske kulture kot preživitvene prakse, ki se izraža skozi jezik vodij in njihovo sposobnost oblikovanja kolektivne zavesti in krepitev socialnega kapitala.

Omejitve/nadaljnje raziskovanje: Študija se osredotoča na izbrana slovenska podjetja ter kvalitativno interpretacijo jezikovnih vzorcev. Nadaljnje raziskave bi lahko vključile primerjalno analizo različnih kulturnih okolij vpliva jezikovne strategije na organizacijsko odpornost.

Ključne besede: diskurzivne vodstvene prakse, prenos znanja med zaposlenimi, preživitvena paradigma organizacije, organizacijska odpornost.

Abstract

Knowledge Transfer in Organizations: The Impact of Leadership Language Practices

Research Question (RQ): How can leadership practices oriented toward the intentional transfer of knowledge among employees prevent the entropic dissipation of organizational potential and establish systems of collective intelligence as a core strategic foundation for organizational survival in conditions of continuous societal transformation?

Purpose: The study examines the role of leadership communication in knowledge transfer as a fundamental cultural practice underpinning organizational survival. Contemporary organizations operate in environments characterized by constant change, uncertainty, and intense competitive pressures, rendering productivity and value creation existential imperatives. The research is grounded in the conceptualization of the organization as a cultural system whose sustainability depends on the effectiveness of its internal practices. Within this framework, knowledge transfer constitutes a central mechanism, enabling the resolution of complex business challenges and informed decision-making. Modern organizations frequently face communicative isolation of knowledge holders and the persistence of individualistic cultural patterns that encourage knowledge retention as personal capital. Such practices constrain the circulation of ideas and jeopardize long-term organizational viability. The study aims to demonstrate that leadership communication practices grounded in the systematic encouragement of knowledge sharing represent a necessary developmental shift and a new paradigm of organizational culture.

Method: The research employed two complementary qualitative approaches. The first consisted of semi-structured interviews with leaders from large Slovenian companies, focusing on their experiences with communicating knowledge and fostering collaborative cultures. The second approach involved a corpus-based analysis of leaders' vocabulary, emphasizing the semantic and pragmatic force of linguistic choices.

Results: The findings confirm that knowledge transfer mediated through leadership communication is a key determinant of internal organizational cohesion. Inclusive, dialogical, and reflective uses of leadership language directly promote knowledge sharing and enhance employee engagement.

Organization: The study provides organizations with pragmatic insights into the development of sustainable leadership communication patterns. It offers guidelines for designing intentional linguistic strategies that facilitate a cultural transition from an individualistic to a collaborative model of organization.

Society: Effective knowledge transfer within organizations is essential for societal development and continuity. A culture of knowledge hoarding restricts collective progress and inhibits innovation, whereas

collaborative practices transform workplaces into co-creative environments that strengthen social capital and foster collective resilience to societal crises and existential risks. Societies in which organizations function as living cells of cooperation and reciprocity are better positioned to achieve long-term stability, psychological and social well-being, and systemic sustainability.

Originality: The article introduces a novel conceptualization of organizational culture as a survival practice manifested through leadership language and its capacity to shape collective consciousness and strengthen social capital.

Limitations / further research: The study focuses on selected Slovenian companies and on qualitative interpretations of linguistic patterns. Future research could include comparative cross-cultural analyses of the impact of linguistic strategies.

Keywords: discursive leadership practices; knowledge transfer among employees; organizational survival paradigm; organizational resilience.

I

Integrativen pregled literature za prepoznavo gradnikov organizacijske kulture, povezanih z odporom do sprememb v javnem sektorju

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Raziskovalno vprašanje (RV): Kateri ključni gradniki organizacijske kulture so povezani z odporom zaposlenih do organizacijskih sprememb v javnem sektorju?

Namen: Namen integrativnega pregleda literature je preučiti povezave med organizacijsko kulturo in odporom zaposlenih do organizacijskih sprememb v javnem sektorju. Cilj raziskave je z uporabo tematske sinteze prepoznati ponavljajoče se kulturne vzorce v literaturi ter na tej podlagi oblikovati ključne gradnike organizacijske kulture, povezane z odporom zaposlenih.

Metoda: Raziskava temelji na integrativnem pregledu literature v skladu s smernicami PRISMA. Iskanje literature je potekalo v bibliografskih bazah Scopus, ScienceDirect in SpringerLink ter s pomočjo akademskega omrežja Researchgate v obdobju 1.1. 2020 do 14.1.2026. V analizo so bili vključeni znanstveni članki v angleškem jeziku, za katere je bilo dostopno celotno besedilo in so bili vsebinsko relevantni glede na raziskovalno vprašanje.

Rezultati: Pregled literature je pokazal, da odpor zaposlenih do organizacijskih sprememb v javnem sektorju izhaja predvsem iz ustaljenih kulturnih vzorcev. Najpogosteje so izpostavljeni centralizirano odločanje in povečan nadzor, omejena možnost izražanja mnenj, nezaupanje v vodstvo, pomanjkljivo vključevanje zaposlenih, prisotnost organizacijskih subkultur ter izguba smiselnosti dela in poklicnih vrednot. Ugotovitve tematske sinteze kažejo, da je odpor zaposlenih najtesneje povezan z gradniki organizacijske kulture, kot so močna hierarhija in nadzor, organizacijska tišina, nezaupanje v vodstvo, vpliv subkultur ter neskladje med formalnimi pravili in prakso.

Organizacija: Raziskava organizaciji omogoča vpogled v to, kateri gradniki organizacijske kulture so ključni pri pojavu odpora zaposlenih do sprememb, ter prispeva k razumevanju, da tudi dobro načrtovane spremembe pogosto ne dosežejo želenega učinka, če se ob tem ne upoštevajo obstoječi kulturni vzorci.

Družba: Spremembe, ki ne upoštevajo vrednot in poslanstva javne službe ter pri tem ne vključujejo zaposlenih, lahko dolgoročno zmanjšajo tako učinkovitost javnih institucij kot tudi zaupanje javnosti.

Originalnost: Raziskava na podlagi integrativnega pregleda literature povezuje razpršene kulturne vzorce v gradnike organizacijske kulture in s tem prispeva k boljšemu razumevanju odpora zaposlenih do organizacijskih sprememb v javnem sektorju.

Omejitve/nadaljnje raziskovanje: Raziskava ima nekatere omejitve, saj temelji na manjšem številu relevantnih študij in vključuje le članke v angleškem jeziku, kar lahko vpliva na celovitost ugotovitev. Nadaljnje raziskave bi lahko primerjale različne države ali institucije javnega sektorja ter podrobneje preučile vlogo vključevanja zaposlenih pri uvajanju sprememb in njihov vpliv na sprejemanje ter uspešnost sprememb v praksi.

Ključne besede: organizacijska kultura, gradniki organizacijske kulture, organizacijske spremembe, odpor zaposlenih, javni sektor, tematska sinteza.

Abstract

Integrative Literature Review for Identifying Elements of Organizational Culture Related to Resistance to Change in the Public Sector

Research Question (RQ): Which key building blocks of organizational culture are associated with employee resistance to organizational change in the public sector?

Purpose: The purpose of this integrative literature review is to examine the relationships between organizational culture and employee resistance to organizational change in the public sector. The aim of the study is to use thematic synthesis to identify recurring cultural patterns in the literature and, based on these, to develop key building blocks of organizational culture associated with employee resistance.

Method: The study is based on an integrative literature review conducted in accordance with PRISMA guidelines. The literature search was carried out in the bibliographic databases Scopus, ScienceDirect, and SpringerLink, as well as through the academic network ResearchGate, covering the period from 1 January 2020 to 14 January 2026. The analysis included full-text, English-language scholarly articles that were relevant to the research question.

Results: The literature review indicates that employee resistance to organizational change in the public sector primarily stems from entrenched cultural patterns. The most frequently identified patterns include centralized decision-making and increased control, limited opportunities for expressing opinions, distrust in leadership, insufficient employee involvement, the presence of organizational subcultures, and a loss of meaningfulness of work and professional values. The findings of the thematic analysis show that employee resistance is most closely associated with organizational culture building blocks such as strong hierarchy and control, organizational silence, distrust in leadership, the influence of subcultures, and a mismatch between formal rules and actual practice.

Organization: The study provides organizations with insights into which organizational culture building blocks are critical in the emergence of employee resistance to change and highlights that even well-planned changes often fail to achieve the desired outcomes if existing cultural patterns are not adequately considered.

Society: Changes that fail to respect the values and mission of public service and do not actively involve employees may, in the long term, reduce both the effectiveness of public institutions and public trust.

Originality: Based on an integrative literature review, the study synthesizes dispersed cultural patterns into organizational culture building blocks, thereby contributing to a better understanding of employee resistance to organizational change in the public sector.

Limitations / further research: The study has certain limitations, as it is based on a relatively small number of relevant studies and includes only English-language publications, which may affect the comprehensiveness of the findings. Future research could compare different countries or public sector institutions and further explore how employee involvement in the change process influences the acceptance and effectiveness of organizational change in practice.

Keywords: organizational culture, organizational culture building blocks, organizational change, employee resistance, public sector, thematic synthesis.

Vloga odnosa učitelj–dijak pri učni zavzetosti dijakov v srednjih poklicnih šolah

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Povzetek

Raziskovalno vprašanje (RV): Kakšna je vloga odnosa med učiteljem in dijakom pri učni zavzetosti dijakov?

Namen: Namen preglednega znanstvenega članka je sistematično analizirati in sintetizirati sodobne znanstvene raziskave o medosebnih odnosih med učiteljem in dijakom v srednje poklicnem izobraževanju v povezavi z učno zavzetostjo dijaka. Članek z organizacijskega vidika preučuje, kako institucionalni in organizacijski dejavniki, kot so organizacijska klima, vodenje šole in institucionalna podpora, sooblikujejo pogoje za kakovostne medosebne odnose, ki spodbujajo učno zavzetost. Članek utemelji potrebo po obravnavi odnosa učitelj–dijak kot pomembnega raziskovalnega konstrukta v organizacijskih študijah izobraževanja ter identificira izhodišča za razvoj konceptualnega okvira, ki povezuje individualne, odnosne in organizacijske ravni.

Metoda: Članek temelji na preglednem znanstvenem pristopu, ki vključuje bibliometrično analizo znanstvene literature ter vsebinsko analizo celotnih raziskav, objavljenih v mednarodnih znanstvenih revijah pridobljenih v bibliografsko-katalogni bazi podatkov Scopus, ProQuest, ResearchGate in ScienceDirect.

Rezultati: Pregled literature je pokazal, da so odnosi med učiteljem in dijakom v večini raziskav obravnavani posredno, fragmentarno ali pa kot podporni dejavnik učne zavzetosti. Primanjkuje celostnih modelov, ki bi povezovali individualne, odnosne in organizacijske pogoje (klima, vodenje, institucionalna podpora), ter raziskav, umeščenih v okolje srednješolskega izobraževanja.

Organizacija: Prispevek ponuja izhodišča za vodstvo šol pri oblikovanju ogrodja organizacijske klime, ki prepoznava odnos učitelj–dijak kot ključen organizacijski vir ter sistematično podpira učno zavzetost dijakov prek razvoja učiteljev in institucionalnih podpornih praks.

Družba: Raziskava poudarja pomen medosebnih odnosov v šolskem okolju v povezavi z učno zavzetostjo. Ima širši družbeni pomen, saj spodbuja razumevanje šole kot skupnost odnosov ter podpira razvoj socialno odgovornega in vključujočega izobraževalnega okolja.

Originalnost: Originalnost raziskave se kaže v obravnavi odnosa med učiteljem in dijakom kot organizacijskega dejavnika učne zavzetosti v kontekstu srednjih poklicnih šol. Medtem ko se večina obstoječih raziskav učne zavzetosti umešča v psihološki ali pedagoški diskurz, ta pregled zavzema organizacijsko perspektivo ter eksplicitno vključuje dejavnike, kot so organizacijska klima, vodstvene prakse in institucionalni pogoji, kot konstitutivne elemente odnosne dinamike v poklicnem izobraževanju.

Omejitve/nadaljnje raziskovanje: Prispevek temelji na sistematičnem pregledu literature, zato ne vključuje lastnih empiričnih podatkov; kljub uporabi sistematičnega načina iskanja obstaja omejitev, da vse relevantne študije morda niso bile zajete. Nadaljnje raziskave naj v konkretnih izobraževalnih okoljih, zlasti v srednješolskem poklicnem izobraževanju, empirično preverijo predlagani konceptualni okvir z uporabo mešanih metod, ki omogočajo celovit vpogled v preplet organizacijskih in odnosnih dimenzij.

Ključne besede: izobraževalna organizacija, srednješolsko poklicno izobraževanje, odnos učitelj–dijak, učna zavzetost, sistematični pregled, bibliometrična in vsebinska analiza.

Abstract

The Role of the Teacher–Student Relationship in Student Engagement in Secondary Vocational Schools

Research Question (RQ): What is the role of the teacher–student relationship in student engagement?

Purpose: The purpose of this review article is to systematically analyse and synthesise contemporary research on interpersonal relationships between teachers and students in secondary vocational education in relation to student engagement. From an organisational perspective, the article examines how institutional and organisational factors—such as organisational climate, school leadership, and institutional support—co-shape the conditions for high-quality interpersonal relationships that foster student engagement. The article justifies the need to conceptualise the teacher–student relationship as an important research construct in organisational studies of education and identifies foundations for the development of a conceptual framework that integrates individual, relational, and organisational levels.

Method: The article is based on a systematic review approach, including bibliometric analysis of scientific literature and content analysis of full-text studies published in international peer-reviewed journals retrieved from the bibliographic databases Scopus, ProQuest, ResearchGate, and ScienceDirect.

Results: The literature review shows that teacher–student relationships are in most studies addressed indirectly, fragmentarily, or as a supportive factor of student engagement. There is a lack of comprehensive models linking individual, relational, and organisational conditions (climate, leadership, institutional support), as well as a scarcity of studies situated in the context of secondary education, particularly vocational education.

Organization: The article provides guidance for school leadership in designing an organisational climate framework that recognises the teacher–student relationship as a key organisational resource and systematically supports student engagement through teacher development and institutional support practices.

Society: The study highlights the importance of interpersonal relationships in the school environment in connection with student engagement. It has broader societal relevance, as it promotes an understanding of the school as a community of relationships and supports the development of a socially responsible and inclusive educational environment.

Originality: The originality of the study lies in conceptualising the teacher–student relationship as an organisational factor of student engagement in the context of secondary vocational schools. While most existing research on student engagement is situated within psychological or pedagogical discourses, this review adopts an organisational perspective and explicitly incorporates factors such as organisational

climate, leadership practices, and institutional conditions as constitutive elements of relational dynamics in vocational education.

Limitations/further research: The article is based on a systematic literature review and therefore does not include original empirical data; despite the systematic search strategy, some relevant studies may not have been captured. Future research should empirically test the proposed conceptual framework in concrete educational settings—particularly in secondary vocational education—using mixed-methods designs that enable a comprehensive examination of the interplay between organizational and relational dimensions.

Keywords: educational organisation, secondary vocational education, teacher–student relationship, student engagement, systematic review, bibliometric and content analysis.

Delovna vloga posameznika v prehodu v upokojitev

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Povzetek

Raziskovalno vprašanje (RV): Kako znanstvena literatura konceptualizira delovno vlogo posameznika v prehodu v upokojitev?

Namen: Namen tega članka je teoretsko analizirati znanstveno literaturo o delovni vlogi posameznika v prehodu v upokojitev ter osvetliti, kako obstoječi teoretski pristopi razumejo spremembe delovne vloge v tem obdobju.

Metoda: Članek temelji na konceptualni in primerjalni analizi relevantne znanstvene literature o procesu upokojevanja, delovne vloge ter z njo povezanih identitetnih in smiselnih vidikov. Analiza ne sledi formalnemu protokolu sistematičnega pregleda, temveč je usmerjena v interpretativno sintezo ključnih teoretskih pristopov.

Rezultati: Obravnava prehoda v upokojitev kot procesa preoblikovanja delovne vloge poudarja pomen subjektivnega doživljanja identitete in smisla dela v tem obdobju ter odpira prostor za nadaljnje teoretsko in empirično raziskovanje.

Organizacija: Analiza organizacijam ponuja teoretski okvir za razumevanje preoblikovanja delovne vloge zaposlenih v prehodu v upokojitev ter opozarja na pomen identitetnih in smiselnih vidikov tega prehoda. Takšno razumevanje prispeva k bolj premišljenemu upravljanju odhodov zaposlenih, načrtovanju nasledstev ter ohranjanju organizacijskega znanja.

Družba: Obravnava prispeva k razumevanju vloge dela v kontekstu staranja prebivalstva in podaljševanja delovne aktivnosti ter odpira razpravo o položaju posameznika v prehodu iz dela v upokojitev. Spodbuja premislek o družbenih pričakovanjih glede produktivnosti, koristnosti in vrednosti starejših zaposlenih ter o pomenu razumevanja preoblikovanja delovne vloge v tem obdobju.

Originalnost: Izvirnost prispevka je v konceptualni umestitvi prehoda v upokojitev kot procesa preoblikovanja delovne vloge ter v integraciji identitetnih in smiselnih dimenzij tega procesa v enoten analitični okvir.

Omejitve/nadaljnje raziskovanje: Prispevek je konceptualne narave in ne vključuje empirične analize niti formalnega sistematičnega pregleda literature, kar omejuje možnost celovitega kartiranja raziskav na tem področju. Nadaljnje raziskave bi lahko teoretska izhodišča nadgradile z izvedbo sistematičnega pregleda ter z empiričnim proučevanjem prehoda v upokojitev v različnih organizacijskih in družbenih kontekstih.

Ključne besede: delovna vloga; prehod v upokožitev; delovna identiteta; smisel dela; staranje prebivalstva; organizacij.

Abstract

The Work Role of the Individual in the Transition to Retirement

Research Question (RQ): How does the scientific literature conceptualize the individual's work role in the transition to retirement?

Purpose: The purpose of this article is to provide a theoretical analysis of the scientific literature on the individual's work role in the transition to retirement and to examine how existing theoretical approaches understand changes in the work role during this period.

Method: The article is based on a conceptual and comparative analysis of relevant scientific literature addressing the retirement process, the work role, and its associated identity-related and meaning-related dimensions. The analysis does not follow a formal systematic review protocol but is directed toward an interpretative synthesis of key theoretical approaches.

Results: Conceptualizing the transition to retirement as a process of transformation of the work role highlights the importance of the subjective experience of identity and meaning of work during this period and opens space for further theoretical and empirical research.

Organization: The analysis provides organizations with a theoretical framework for understanding the transformation of employees' work roles during the transition to retirement and emphasizes the importance of identity-related and meaning-related dimensions in this process. Such understanding contributes to more thoughtful management of employee departures, succession planning, and the preservation of organizational knowledge.

Society: The discussion contributes to understanding the role of work in the context of population ageing and extended working lives. It also encourages reflection on the societal positioning of individuals in the transition from work to retirement and on expectations regarding productivity, usefulness, and the value of older employees.

Originality: The originality of the article lies in the conceptual positioning of the transition to retirement as a process of work role transformation and in integrating identity-related and meaning-related dimensions of this process into a unified analytical framework.

Limitations / Future Research: The article is conceptual in nature and does not include empirical analysis or a formal systematic literature review, which limits the possibility of comprehensively mapping research in this field. Future research could expand the theoretical foundations through a systematic literature review and empirical investigation of the transition to retirement across different organizational and societal contexts.

Keywords: work role; transition to retirement; work identity; meaning of work; population ageing; organization.

Vloga vodenja in organizacijske kulture pri zagotavljanju odličnosti v oskrbi starejših v institucionalnem varstvu

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Povzetek

Raziskovalno vprašanje (RV): Kako vodstvene prakse in značilnosti delovnega okolja vplivajo na kakovost izvajanja zdravstvene nege ter na profesionalne izkušnje zaposlenih pri oskrbi starejših oseb v institucionalnem varstvu?

Namen: Namen raziskave je poglobljeno preučiti, kako vodstveni pristopi, medosebni odnosi ter vrednote in norme delovnega okolja prispevajo h kakovosti storitev ter kakšen pomen imajo pri oblikovanju podpornega in strokovno spodbudnega okolja za zaposlene.

Metoda: Raziskava temelji na kvalitativnem pristopu. Izvedeni so bili polstrukturirani intervjuji z zdravstvenim osebjem, zaposlenim v centrih za starejše. Vzorec je bil namenski in je vključeval 12 zaposlenih. Zbrani podatki so bili analizirani z metodo tematske analize, ki je omogočila identifikacijo: (1) vodstveni slog in podpora zaposlenim, (2) komunikacija in sodelovanje v timu, (3) organizacijska klima in vrednote, (4) delovni pogoji in obremenitve ter (5) vpliv navedenih dejavnikov na kakovost obravnave stanovalcev.

Rezultati: Ugotovitve kažejo, da so podporno in vključujoče vodenje, odprta komunikacija ter jasno opredeljene strokovne vrednote ključni dejavniki za visoko raven storitev. Pomembno vlogo imajo tudi medsebojno zaupanje, občutek spoštovanja in možnosti strokovnega razvoja. Pomanjkanje kadrov, časovni pritiski in administrativne obremenitve pa predstavljajo pomembne izzive, ki lahko zmanjšujejo kakovost dela in zadovoljstvo zaposlenih.

Organizacija: Rezultati ponujajo usmeritve za izboljšanje vodstvenih praks, krepitev profesionalne podpore zaposlenim ter oblikovanje razvojno naravnane delovnega okolja, ki spodbuja strokovnost, odgovornost in sodelovanje.

Družba: Raziskava prispeva k razumevanju dejavnikov, ki vplivajo na kakovost skrbi za ranljive skupine prebivalstva, ter poudarja pomen sistemske podpore zaposlenim pri zagotavljanju dostojanstvene in varne obravnave starejših oseb.

Originalnost: Raziskava daje poglobljen vpogled v izkušnje zdravstvenega osebja ter osvetljuje povezavo med vodstvenimi praksami, delovnim okoljem in ravno storitev v centrih za starejše, kar predstavlja pomemben prispevek k razvoju področja upravljanja človeških virov v dolgotrajni oskrbi.

Omejitve/nadaljnje raziskovanje: Raziskava temelji na manjšem vzorcu udeležencev, zato ugotovitev ni mogoče neposredno posploševati. Nadaljnje raziskave bi lahko vključevale širši vzorec institucij, kvantitativne pristope ter primerjalne analize med različnimi tipi ustanov.

Ključne besede: kakovost storitev, zdravstveno osebje, delovno okolje, profesionalni razvoj, zadovoljstvo zaposlenih, dolgotrajna oskrba.

Abstract

The Role of Leadership and Organisational Culture in Ensuring Excellence in Elderly Care in Institutional Settings

Research Question (RQ): How do management practices and characteristics of the working environment affect the quality of healthcare provision and the professional experience of employees caring for older people in institutional care?

Purpose: The purpose of the study is to examine in depth how management approaches, interpersonal relationships, and the values and norms of the work environment contribute to service quality and what significance they have in creating a supportive and professionally stimulating environment for employees.

Method: The study is based on a qualitative approach. Semi-structured interviews were conducted with healthcare staff employed in centers for the elderly. The sample was purposive and included 12 employees. The collected data were analyzed using thematic analysis, which enabled the identification of: (1) leadership style and employee support, (2) communication and teamwork, (3) organizational climate and values, (4) working conditions and workloads, and (5) the impact of these factors on the quality of care provided to residents.

Results: The findings show that supportive and inclusive leadership, open communication, and clearly defined professional values are key factors for a high level of service. Mutual trust, a sense of respect, and opportunities for professional development also play an important role. However, staff shortages, time pressures, and administrative burdens pose significant challenges that can undermine work quality and employee satisfaction.

Organization: The results offer guidelines for improving management practices, strengthening professional support for employees, and creating a development-oriented working environment that promotes professionalism, responsibility, and cooperation.

Society: The study contributes to understanding the factors that influence the quality of care for vulnerable population groups and highlights the importance of systemic support for employees in ensuring dignified and safe treatment of older people.

Originality: The study provides an in-depth insight into the experiences of healthcare staff and highlights the link between management practices, the working environment, and the level of service in care homes, which represents an important contribution to the development of human resource management in long-term care.

Limitations / further research: The study is based on a small sample of participants, so the findings cannot be directly generalized. Further research could include a broader sample of institutions, quantitative approaches, and comparative analyses between different types of institutions.

Keywords: quality of services, healthcare staff, working environment, professional development, employee satisfaction, long-term care.

Trajnostne strategije in odpornost države

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Povzetek

Trajnostne strategije se v sodobnih upravljavskih in razvojnih okvirih vse pogosteje razumejo kot temeljni instrument dolgoročne stabilnosti in odpornosti države. Raziskovalno vprašanje prispevka se osredotoča na razmerje med trajnostnimi strategijami in odpornostjo države ter na vlogo etičnih standardov v celotnem inovacijsko-industrijskem ciklu. Prispevek obravnava, kako normativne odločitve v fazah raziskav in inovacij vplivajo na kasnejšo industrializacijo, organizacijo dobavnih verig in družbene učinke tehnološkega razvoja. Posebna pozornost je namenjena novim paradigmam digitalnih in naprednih tehnologij, ki preoblikujejo načine ustvarjanja vrednosti, razmerja moči in mehanizme odgovornosti.

Namen raziskave je razviti konceptualni analitični okvir, ki trajnostne strategije obravnava kot infrastrukturno komponento odpornosti države. Torej se trajnost ne obravnava le kot okoljska ali razvojna politika, ampak kot strukturni element delovanja družbenih sistemov. Cilj raziskave je pojasniti, kako se etična dimenzija v zgodnjih raziskovalnih fazah in inovacijah odraža v dolgoročnih strukturnih učinkih na organizacije, trge in institucije. Prispevek izhaja predvsem iz razumevanja trajnosti kot procesa, ki se oblikuje skozi celoten življenjski cikel tehnologij in organizacijskih praks.

Metodološko raziskava temelji na kvalitativni konceptualni analizi in sistematičnem pregledu znanstvene, strateške in normativne literature. Vključena so področja trajnostnega razvoja, etike tehnologij, upravljanja inovacij in odpornosti. Uporabljen je interpretativni teoretski pristop, ki omogoča povezovanje različnih konceptualnih izhodišč v enoten analitični model. Analiza vključuje tudi primerjalno obravnavo izbranih regulativnih in strateških dokumentov, s tem se preverja skladnost med deklariranimi cilji trajnostnih prehodov in dejanskimi mehanizmi njihovega izvajanja.

Dosedanji rezultati kažejo predvsem, da trajnostne strategije prispevajo k odpornosti države takrat, ko so podprte z doslednimi in operativnimi etičnimi standardi. Standardi morajo zajemati raziskovalno, inovacijsko in industrijsko fazo. Ugotovljeno je, da pomanjkanje etične koherence v zgodnjih fazah razvoja tehnologij povečuje tveganje za dolgoročne sistemske disfunkcije. Te pa se odražajo v dobavnih verigah, tržnih strukturah in ravneh družbenega zaupanja. Prispevek etiko opredeljuje kot ključno povezovalno kategorijo med trajnostjo in odpornostjo. Za organizacije in vodstveni kader prispevek ponuja konceptualni okvir za vključevanje etičnih meril v trajnostne strategije, inovacijske politike in upravljanje dobavnih verig. Okvir podpira strateško odločanje, ki presega kratkoročne ekonomske kazalnike, a hkrati upošteva dolgoročne učinke na odpornost organizacij, ugled in legitimnost delovanja.

Na ravni družbe raziskava poudarja pomen etičnih standardov za ohranjanje družbene kohezije, zaupanja in legitimnosti institucij. Trajnost je obravnavana kot družbeni proces, ki neposredno vpliva na kakovost

življenja, socialno odgovornost in okoljsko ravnovesje. Prispevek tako prispeva k razumevanju širših družbenih posledic tehnološkega razvoja v kontekstu trajnostnih prehodov.

Originalnost prispevka je v sistemski povezavi etike tehnologij, trajnostnih strategij in odpornosti države v enoten analitični okvir. Raziskava je konceptualne narave, kar predstavlja tudi njeno glavno omejitev. Zato prihodnje raziskave lahko vključijo empirične študije primerov, primerjalne analize držav in kvantitativno preverjanje predlaganega okvira.

Ključne besede: trajnostne strategije, odpornost države, etika tehnologij, integriteta, transparentnost, upravljanje inovacij, dobavne verige, družbena odgovornost.

Abstract

Sustainability Strategies and State Resilience

Sustainability strategies are increasingly understood within contemporary governance and development frameworks as a fundamental instrument of long-term stability and state resilience. The research question of this paper focuses on the relationship between sustainability strategies and state resilience, as well as on the role of ethical standards across the entire innovation–industrial cycle. The paper examines how normative decisions taken during the phases of research and innovation shape subsequent industrialization, the organization of supply chains, and the societal impacts of technological development. Particular attention is devoted to emerging paradigms of digital and advanced technologies that transform value creation processes, power relations, and mechanisms of accountability.

The purpose of the research is to develop a conceptual analytical framework that treats sustainability strategies as an infrastructural component of state resilience. Sustainability is therefore not approached solely as an environmental or developmental policy, but as a structural element of societal functioning. The objective is to explain how the ethical dimension embedded in early research and innovation phases is reflected in long-term structural effects on organizations, markets, and institutions. The paper builds on an understanding of sustainability as a process shaped throughout the entire life cycle of technologies and organizational practices.

Methodologically, the study is based on qualitative conceptual analysis and a systematic review of scientific, strategic, and normative literature. The analysis draws on the fields of sustainable development, technology ethics, innovation governance, and resilience studies. An interpretative theoretical approach is employed to integrate different conceptual perspectives into a coherent analytical model. The research also includes a comparative examination of selected regulatory and strategic documents in order to assess the alignment between declared sustainability transition objectives and the actual mechanisms of their implementation.

The results indicate that sustainability strategies contribute to state resilience primarily when they are supported by consistent and operational ethical standards. These standards must encompass the research, innovation, and industrial phases. The findings further show that a lack of ethical coherence in the early stages of technological development increases the risk of long-term systemic dysfunctions. Such dysfunctions manifest themselves in supply chains, market structures, and levels of societal trust. The paper conceptualizes ethics as a key linking category between sustainability and resilience. For organizations and senior management, the paper offers a conceptual framework for embedding ethical

criteria into sustainability strategies, innovation policies, and supply chain governance. This framework supports strategic decision-making that goes beyond short-term economic indicators while accounting for long-term effects on organizational resilience, reputation, and legitimacy.

At the societal level, the research highlights the importance of ethical standards for maintaining social cohesion, trust, and institutional legitimacy. Sustainability is understood as a social process that directly influences quality of life, social responsibility, and environmental balance. The paper therefore contributes to a broader understanding of the societal implications of technological development in the context of sustainability transitions.

The originality of the paper lies in the systemic integration of technology ethics, sustainability strategies, and state resilience into a single analytical framework. The study is conceptual in nature, which represents its main limitation. Future research may therefore include empirical case studies, comparative cross-national analyses, and quantitative testing of the proposed framework.

Keywords: sustainability strategies, state resilience, technology ethics, integrity, transparency, innovation governance, supply chains, social responsibility.

Sodobni modeli upravljanja z okoljem in trajnostni razvoj

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Povzetek

Raziskovalno vprašanje (RV): Osnovno raziskovalno vprašanje tega dela je: na kakšen način različni modeli upravljanja z okoljem prispevajo k uresničenju načel trajnostnega razvoja in izboljšanju ekoloških, gospodarskih ter družbenih zmogljivosti organizacij? Izhodišče dela je problem nezadostne integracije sodobnih upravljaljskih ekoloških modelov v prakso, zlasti v pogojih tranzicijskih in razvojnih gospodarstev.

Namen: Raziskovanje je motivirano s problemom nezadostne ali neustrezne uporabe sodobnih modelov upravljanja z okoljem, zlasti v pogojih tranzicijskih gospodarstev, kjer institucionalne in organizacijske omejitve pogosto upočasnjujejo procese trajnostne preobrazbe. Cilj raziskave je preučiti vpliv sodobnih modelov upravljanja z okoljem (ISO 14001, EMS, modeli krožnega gospodarstva) na ekološke, gospodarske in družbene vidike trajnosti.

Metoda: Raziskava uporablja kombiniran pristop, ki združuje študije primerov šestih evropskih in mednarodnih podjetij z analizo kvantitativnih podatkov o porabi energije, uporabi virov, emisijah in skladnosti z zakonodajo. Za preverjanje petih hipotez so bili uporabljeni ključni kazalniki uspešnosti in kvalitativne opazovanja.

Rezultati: Raziskava je pokazala, da sodobni modeli upravljanja z okoljem izboljšujejo ekološke zmogljivosti, zmanjšujejo operativne stroške, povečujejo skladnost z zakonodajo in angažiranost zaposlenih. Ključni dejavniki uspeha so strateško načrtovanje in usposabljanje zaposlenih.

Organizacija: Ugotovitve zagotavljajo menedžerjem praktične vpogleda za učinkovito implementacijo sistemov upravljanja z okoljem in usklajevanje trajnostnih ciljev z organizacijskimi strategijami.

Družba: Študija dokazuje, da sodobni modeli upravljanja prispevajo k trajnostnemu razvoju družbe z zmanjšanjem okoljskih tveganj in spodbujanjem družbene odgovornosti podjetij.

Originalnost: Raziskava združuje akademsko teorijo in študije primerov ter kvantificira vpliv modelov upravljanja z okoljem na trajnost, pri čemer upošteva tako ekološke kot gospodarske rezultate.

Omejitve/nadaljnje raziskovanje: Omejitve vključujejo odvisnost od sekundarnih podatkov in študij primerov v specifičnih industrijah. Nadaljnje raziskave bi lahko vključevale longitudinalne študije v različnih sektorjih in regijah.

Ključne besede: Upravljanje z okoljem, ISO 14001, EMS, krožno gospodarstvo, trajnost, angažiranost deležnikov, ekološka učinkovitost, družbena odgovornost podjetij.

Abstract

Contemporary Environmental Management Models and Sustainable Development

Research Question (RQ): The main research question of this study is: How do different environmental management models contribute to the implementation of sustainable development principles and to the improvement of organizations' ecological, economic, and social performance? The starting point of the study is the problem of insufficient integration of contemporary environmental management models into practice, particularly in transitional and developing economies.

Purpose: The research is motivated by the problem of insufficient or inadequate application of contemporary environmental management models, especially in transitional economies, where institutional and organizational constraints often slow down the processes of sustainable transformation. The aim of the study is to examine the impact of modern environmental management models (ISO 14001, EMS, circular economy frameworks) on the ecological, economic, and social aspects of sustainability.

Method: The study employs a mixed-method approach, combining case studies of six European and international companies with quantitative analysis of energy consumption, resource use, emissions, and regulatory compliance. Key performance indicators and qualitative observations were used to test five hypotheses.

Results: The research shows that modern environmental management models improve ecological performance, reduce operational costs, increase regulatory compliance, and enhance employee engagement. Strategic planning and staff training were identified as critical success factors.

Organization: The findings provide managers with practical insights for the effective implementation of environmental management systems and the alignment of sustainability goals with organizational strategies.

Society: The study demonstrates that modern management models contribute to societal sustainability by reducing environmental risks and promoting corporate social responsibility.

Originality: The research integrates academic theory with case studies and quantifies the impact of environmental management models on sustainability, taking into account both ecological and economic outcomes.

Limitations / Further Research: Limitations include the reliance on secondary data and case studies from specific industries. Further research could include longitudinal studies across different sectors and regions.

Keywords: Environmental management, ISO 14001, EMS, circular economy, sustainability, stakeholder engagement, eco-efficiency, corporate social responsibility.

Digitalna transformacija in inovacije za trajnost

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Povzetek

Raziskovalno vprašanje (RV): Glavno raziskovalno vprašanje te študije je, kako lahko digitalna transformacija in inovacije prispevajo k trajnostnemu razvoju v organizacijah in družbi kot celoti. Poudarek je na prepoznavanju strategij in tehnologij, ki omogočajo integracijo digitalnih rešitev v upravljanje z okoljem, optimizacijo virov in zmanjšanje negativnih okoljskih vplivov. Raziskovalni problem zajema ovire pri implementaciji digitalnih inovacij v poslovne procese ter njihovo učinkovitost pri doseganju trajnostnih rezultatov.

Namen: Cilj te raziskave je analizirati vlogo digitalnih tehnologij in inovacij pri spodbujanju trajnosti ter opredeliti najboljše prakse, ki jih lahko sprejmejo podjetja in organizacije. Študija skuša pokazati, kako lahko integracija digitalnih orodij in inovativnih pristopov v upravljanje okolja izboljša ekonomsko, ekološko in družbeno trajnost.

Metoda: Raziskava uporablja kombinirano metodologijo, vključno s pregledom literature, študijami primerov in primerjalno analizo evropskih in srbski podjetij, ki uvajajo digitalne inovacije v trajnostne prakse. Teoretični okvir temelji na konceptih digitalne transformacije, krožnega gospodarstva in družbene odgovornosti podjetij (CSR). Podatki so bili zbrani iz relevantnih znanstvenih publikacij, poročil podjetij in baz podatkov, analiza pa se osredotoča na prepoznavanje ključnih trendov, koristi in izzivov digitalnih inovacij.

Rezultati: Rezultati kažejo, da digitalna transformacija podjetjem omogoča boljši nadzor virov, zmanjšanje emisij in odpadkov ter izboljšanje energetske učinkovitosti. Uvedba inovativnih digitalnih orodij neposredno podpira optimizacijo procesov in trajnostne poslovne modele. Poleg tega organizacije, ki aktivno vključujejo digitalne inovacije v strategijo trajnosti, dosegajo večjo konkurenčnost in pozitivnejši vpliv na družbo in okolje.

Organizacija: Raziskava ima praktično vrednost za menedžerje, organe upravljanja in strateške ekipe, saj zagotavlja vpogled v konkretna digitalna orodja in inovativne pristope, ki prispevajo k trajnosti. Priporočila vključujejo načrtovanje digitalne transformacije, izobraževanje zaposlenih in integracijo inovacij v poslovne strategije za doseganje dolgoročne učinkovitosti in okoljskih koristi.

Družba: Študija poudarja družbeni pomen digitalnih inovacij, saj prispevajo k zmanjšanju okoljskih tveganj, učinkovitejši rabi virov in dvigu ozaveščenosti o trajnosti. Ponuja smernice za krepitev družbene odgovornosti in uvedbo digitalnih rešitev, ki pozitivno vplivajo na okolje.

Originalnost: Izvirnost raziskave je v integraciji digitalne transformacije in inovacij s trajnostnim razvojem, podprta s praktičnimi primeri iz podjetij in uporabo teoretičnih konceptov v praksi. Študija združuje analizo mednarodnih trendov s specifičnostmi Srbije in tranzicijskih gospodarstev ter ponuja celovit okvir za digitalne in inovativne strategije trajnosti.

Omejitve/nadaljnje raziskovanje: Omejitve vključujejo osredotočenost na določene sektorje in geografsko regijo, kar lahko omeji posplošljivost rezultatov. Nadaljnje raziskave bi lahko vključevale kvantitativno analizo vpliva digitalnih inovacij na trajnost v različnih industrijah, spremljanje dolgoročnih učinkov in primerjavo praks z drugimi tranzicijskimi gospodarstvi.

Ključne besede: Digitalna transformacija 1, Inovacije 2, Trajnostni razvoj 3, Upravljanje z okoljem 4, Krožno gospodarstvo 5, Družbena odgovornost podjetij 6, Energijska učinkovitost 7, Tranzicijska gospodarstva 8.

Abstract

Digital Transformation and Innovations for Sustainability

Research Question (RQ): The main research question of this study is how digital transformation and innovations can contribute to sustainable development in organizations and society as a whole. The focus is on identifying strategies and technologies that enable the integration of digital solutions into environmental management, resource optimization, and reduction of negative environmental impacts. The research problem addresses barriers to implementing digital innovations in business processes and their effectiveness in achieving sustainable outcomes.

Objective: The aim of this research is to analyze the role of digital technologies and innovations in promoting sustainability and to identify best practices that companies and organizations can adopt. The study seeks to demonstrate how integrating digital tools and innovative approaches into environmental management can improve economic, environmental, and social sustainability.

Method: The research employs a mixed-method approach, including literature review, case studies, and comparative analysis of European and Serbian companies implementing digital innovations in sustainable practices. The theoretical framework is based on concepts of digital transformation, circular economy, and corporate social responsibility (CSR). Data were collected from relevant scientific publications, company reports, and databases, with analysis focusing on identifying key trends, benefits, and challenges of digital innovations.

Results: The results indicate that digital transformation allows companies better control over resources, reduction of emissions and waste, and improved energy efficiency. The implementation of innovative digital tools directly supports process optimization and sustainable business models. Furthermore, organizations that actively integrate digital innovations into their sustainability strategies achieve higher competitiveness and a more positive impact on society and the environment.

Organization: The study provides practical value for managers, governing bodies, and strategic teams by offering insights into concrete digital tools and innovative approaches that contribute to sustainability. Recommendations include planning digital transformation, employee training, and integrating innovations into business strategies to achieve long-term efficiency and environmental benefits.

Society: The study highlights the societal significance of digital innovations, as they contribute to reducing environmental risks, more efficient resource use, and raising awareness of sustainability. It provides guidance for strengthening social responsibility and implementing digital solutions that positively affect the environment.

Originality: The originality of the research lies in integrating digital transformation and innovations with sustainable development, supported by practical examples from companies and application of theoretical concepts in practice. The study combines analysis of international trends with the specificities of Serbia and transitional economies, providing a comprehensive framework for digital and innovative sustainability strategies.

Limitations / Further Research: Limitations include the focus on specific sectors and geographic regions, which may limit the generalizability of the results. Further research could include quantitative analysis of the impact of digital innovations on sustainability across different industries, monitoring long-term effects, and comparison with practices in other transitional economies.

Keywords: digital transformation, innovations, sustainable development, environmental management, circular economy, corporate social responsibility (CSR), energy efficiency, transitional economies.

Motivacijski dejavniki odločanja za prostovoljsko delo v organizacijah na področju zaščite in reševanja

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Povzetek

Raziskovalno vprašanje (RV): Kateri motivacijski dejavniki vplivajo na proces odločanja za vključitev v prostovoljsko delo organizacij, ki delujejo na področju zaščite in reševanja?

Namen: Preučiti obstoječo literaturo, ki obravnava procese odločanja za vključitev v prostovoljsko delo organizacij zaščite in reševanja (ZiR) ter identificirati motivacijske dejavnike in jih kategorizirati po Reeveovem hierarhičnem modelu motivacije, ki jih deli na notranje in zunanje.

Metoda: V raziskavi smo uporabili »scoping« pregled literature z namenom identificirati motivacijske dejavnike, ki vplivajo na odločitev posameznikov za vključitev v prostovoljsko delo organizacij ZiR. Iskanje literature je potekalo v znanstvenih podatkovnih bazah (Science Direct, Scopus in EBSCOhost), izbor relevantnih člankov pa je bil izveden po načelih PRISMA. Izbrane vire smo tematsko analizirali, identificirane motivacijske dejavnike pa smo nato združili v 13 kategorij, ki vplivajo na proces odločanja za vključitev v prostovoljsko delo organizacij ZiR.

Rezultati: Rezultati pregleda literature motivacijskih dejavnikov, ki vplivajo na proces odločanja za vključitev v prostovoljsko delo organizacij ZiR, kažejo, da so poleg v literaturi že prepoznanih 10 notranjih motivacijskih dejavnikov – od razvoja kompetenc, socialnih odnosov, pripadnosti skupnosti, tovarštva do osebnih vrednot, moralne obvezanosti, recipročnosti ter dojemanja prostovoljstva kot poslanstva – še posebej pomembni trije zunanji motivacijski dejavniki – organizacijska klima, vodenje in kontekst organizacije. Ti dejavniki součinkujejo in ponujajo priložnost za nadaljnje raziskovanje njihove prepletenosti in vpliva na utrjevanje odločitve za vključitev v prostovoljsko delo v organizacijah ZiR.

Organizacija: Ugotovitve pregleda literature, posebej glede zunanjih motivacijskih dejavnikov, organizacijam ZiR nudijo empirično podprt okvir za oblikovanje strategij pridobivanja novih prostovoljcev. S tem se bodo v prihodnje učinkoviteje odzivale na upad prostovoljcev, na katerega opozarjajo avtorji (Freise & Walter, 2024, str. 191; Haug & Gaskins, 2012, str. 198; Hyde et al., 2014, str. 46; Kehl et al., 2017, str. 1–2).

Družba: Izboljšano razumevanje motivacijskih dejavnikov, ki vplivajo na procese odločanja za vstop v prostovoljsko delo organizacij ZiR, povečuje uspešnost rekrutiranja prostovoljcev v sistemih zaščite, reševanja in pomoči, kar neposredno krepi odpornost lokalnih skupnosti ter povečuje zmožnost družbe, da se odziva na nesreče.

Originalnost: Raziskava celovito in interdisciplinarno sintetizira motivacijske dejavnike, ki vplivajo na vključitev prostovoljcev v organizacije ZiR. Identificirane dejavnike smo razvrstili v hierarhični model motivacije, ki presega razpršenost obstoječih študij in izpostavlja zunanje motivacijske dejavnike na nivoju organizacije.

Omejitve/nadaljnje raziskovanje: Pregled literature temelji na omejenem naboru virov, saj je bilo iskanje izvedeno le v angleškem jeziku in v izbranih znanstvenih podatkovnih bazah (Science Direct, Scopus in EBSCOhost), kar lahko vodi v izpust relevantnih virov v drugih jezikih in kulturnih kontekstih. Tematsko kodiranje je opravil le en raziskovalec, zato obstaja tveganje pristranskosti. Nadaljnje raziskave bi morale poglobljeno preučiti motivacijske dejavnike pri mladih (15-29 let po definiciji Urada RS za mladino), saj bodo ti v prihodnje ključna populacija rekrutiranja v organizacijah ZiR.

Ključne besede: prostovoljstvo, motivacijski dejavniki, proces odločanja, zaščita in reševanje, rekrutacija prostovoljcev.

Abstract

Motivational Factors Influencing the Decision to Volunteer in Civil Protection and Rescue Organizations

Research Question (RQ): Which motivational factors influence the decision to engage in volunteer work in organizations operating in the field of civil protection?

Purpose: To study the existing literature on decision-making processes related to joining volunteer work in civil protection (CP) organizations, and to identify motivational factors and categorize them according to Reeve's hierarchical model of motivation, which distinguishes between intrinsic and extrinsic factors.

Method: The study employed a scoping review of literature to identify motivational factors influencing individuals' decision to engage in volunteer work in CP organizations. The search for literature was conducted in scientific databases (ScienceDirect, Scopus, and EBSCOhost), and the selection of relevant articles followed PRISMA principles. Selected sources were thematically analysed, and the identified motivational factors were grouped into 13 categories influencing the decision-making process for joining volunteer work in CP organizations.

Results: The results of the literature review on motivational factors influencing the decision to engage in volunteer work in CP organizations indicate that, in addition to the ten intrinsic motivational factors already identified in the literature – ranging from competence development, social relationships, sense of community and camaraderie, to personal values, moral obligation, reciprocity, and the perception of volunteering as a calling –, three extrinsic motivational factors are particularly important: organizational climate, leadership, and organizational context. These factors interact and offer opportunities for further research into their interplay and into their effects on strengthening the decision to engage in volunteer work within civil protection organizations.

Organization: The findings of the literature review, particularly regarding extrinsic motivational factors, provide CP organizations with an empirically supported framework for developing strategies to recruit new volunteers. In the future, this will help them respond more effectively to the decline in volunteer numbers highlighted by previous authors (Freise & Walter, 2024, p. 191; Haug & Gaskins, 2012, p. 198; Hyde et al., 2014, p. 46; Kehl et al., 2017, pp. 1–2).

Society: An improved understanding of the motivational factors influencing decision-making processes for joining volunteer work in CP organizations enhances the effectiveness of volunteer recruitment in civil protection systems, thereby strengthening local community resilience and increasing society's capacity to respond to disasters.

Originality: The study provides a comprehensive and interdisciplinary synthesis of motivational factors influencing the decision to volunteer in CP organizations. The identified factors were classified within a hierarchical model of motivation that moves beyond the fragmentation of existing studies and highlights extrinsic motivational factors at the level of an organization.

Limitations / further research: The literature review is based on a limited set of sources, as the search was conducted only in English and within selected scientific databases (ScienceDirect, Scopus, and EBSCOhost), which may have led to the omission of relevant sources in other languages and cultural contexts. The thematic coding was conducted by a single researcher, which introduces a potential risk of bias. Future research should thoroughly examine motivational factors among young people (aged 15–29, according to the Office of the Republic of Slovenia for Youth), as they will represent a key target group for recruitment in CP organizations in the future.

Keywords: volunteering, motivational factors, decision-making process, civil protection, volunteer recruitment.

Stopnja uporabe digitalnega zdravstva v Sloveniji

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Povzetek

Raziskovalno vprašanje (RV): Kakšna je stopnja uporabe digitalnega zdravstva v Sloveniji in katere informacijske rešitve ga sestavljajo?

Namen: Analiza stopnje uporabe digitalnega zdravstva med pacienti oziroma prebivalci Slovenije. Poseben poudarek je namenjen razumevanju digitalne transformacije zdravstvenih storitev in sprejemanja digitalnih rešitev v vsakdanji zdravstveni praksi.

Metoda: Raziskava temelji na kvalitativnem raziskovalnem pristopu s sistematičnim pregledom znanstvene in strokovne literature s področja digitalnega zdravstva, eZdravja ter razvoja informacijskih rešitev v slovenskem zdravstvenem sistemu. Analiza vključuje nacionalne strateške dokumente, znanstvene objave ter študije primerov razvoja digitalnih zdravstvenih rešitev.

Rezultati: Izsledki raziskave kažejo, da se uporaba digitalnega zdravstva v Sloveniji postopno povečuje, pri čemer je bil izrazit porast zaznan predvsem v obdobju pandemije COVID-19. V tem času je digitalno zdravstvo postalo ključno orodje za zagotavljanje dostopa do zdravstvenih informacij, saj so prebivalci Slovenije preko portala in mobilne aplikacije zVEM dostopali do potrdil o cepljenju, testiranju ter drugih zdravstvenih podatkov, povezanih z obvladovanjem epidemije. Nacionalni sistem eZdravje se postopno uveljavlja kot osrednja digitalna infrastruktura slovenskega zdravstvenega sistema. Informacijske rešitve, kot so eRecept, eNapotnica in eNaročanje, ki delujejo v okviru sistema eZdravje, pacientom pa so dostopne predvsem prek portala in mobilne aplikacije zVEM, pomembno prispevajo k povečanju uporabe digitalnih zdravstvenih storitev ter izboljšanju dostopnosti zdravstvene obravnave za prebivalce Slovenije. Uvajanje digitalnih storitev hkrati povečuje preglednost zdravstvenih postopkov, pospešuje dostop do zdravstvenih informacij ter prispeva k večji učinkovitosti izvajanja zdravstvenih obravnav.

Organizacija: Raziskava prispeva k boljšemu razumevanju vpliva digitalnega zdravstva na organizacijo zdravstvenih zavodov, saj digitalne rešitve zmanjšujejo administrativne obremenitve zdravstvenih delavcev, izboljšujejo koordinacijo zdravstvenih procesov ter omogočajo učinkovitejše upravljanje zdravstvenih podatkov in storitev.

Družba: Na družbeni ravni digitalno zdravstvo prispeva k večji dostopnosti zdravstvenih storitev in večji vključenosti pacientov v lastno zdravstveno obravnavo

Originalnost: V času pisanja prispevka ni bilo zaslediti raziskave, ki bi obravnavala stopnjo uporabe digitalnega zdravstva v Sloveniji. Originalnost se kaže v celostni analizi razvoja in dejanske uporabe slovenskega sistema eZdravje po letu 2015 ter v povezovanju organizacijskega, tehnološkega in družbenega vidika digitalne transformacije zdravstva.

Omejitve/nadaljnje raziskovanje: Glavna omejitev raziskave je uporaba sekundarnih virov in literature brez empirične kvantitativne analize uporabnikov. Nadaljnje raziskave bi morale vključevati empirične raziskave zadovoljstva pacientov, stopnje zaupanja v digitalne zdravstvene storitve ter primerjalne analize med državami članicami EU.

Ključne besede: digitalno zdravstvo, eZdravje, Slovenija, zVEM, digitalizacija zdravstva, pacienti, zdravstveni informacijski sistemi, digitalna transformacija.

Abstract

The Level of Digital Health Use in Slovenia

Research Question (RQ): What is the level of digital health adoption in Slovenia, and which information solutions constitute it?

Purpose: The purpose of the study is to analyse the level of digital health usage among patients and residents of Slovenia. Attention is given to understanding the digital transformation of healthcare services and the adoption of digital solutions in everyday healthcare practice.

Method: The study employs a qualitative research approach, including a systematic review of scientific and professional literature on digital health, eHealth, and the development of information solutions within the Slovenian healthcare system. The analysis includes national strategic documents, scientific publications, and case studies addressing the development of digital healthcare solutions.

Results: The findings indicate that the use of digital health in Slovenia is gradually increasing, with a particularly notable rise observed during the COVID-19 pandemic. During this period, digital health became a key tool for ensuring access to health information, as residents of Slovenia used the zVEM portal and mobile application to obtain vaccination and testing certificates, as well as other pandemic-related health data. The national eHealth system is progressively establishing itself as the central digital infrastructure of the Slovenian healthcare system. Information solutions such as ePrescription, eReferral and eAppointment, operating within the eHealth system and primarily accessible to patients via the zVEM portal and mobile application, significantly contribute to increased use of digital health services and improved accessibility of healthcare provision for the Slovenian population. The introduction of digital services also enhances the transparency of healthcare procedures, accelerates access to health information, and contributes to greater efficiency in the delivery of healthcare services.

Organisation: The study contributes to a better understanding of the impact of digital health on the organisation of healthcare institutions, as digital solutions reduce administrative burdens for healthcare professionals, improve coordination of healthcare processes, and enable more efficient management of health data and services.

Society: At the societal level, digital health contributes to improved accessibility of healthcare services and greater patient involvement in their own healthcare management

Originality: At the time of writing, no study was identified that comprehensively examines the level of digital health usage in Slovenia. The originality of the study lies in its holistic analysis of the development and actual use of the Slovenian eHealth system after 2015, integrating organisational, technological, and societal perspectives of healthcare digital transformation.

Limitations / further research: The main limitation of the study is the reliance on secondary sources and literature without empirical quantitative analysis of users. Future research should include empirical studies examining patient satisfaction and levels of trust in digital health services, as well as comparative analyses across EU Member States.

Keywords: digital health, eHealth, Slovenia, zVEM, healthcare digitalisation, patients, health information systems, digital transformation.

Standardi kakovosti in okolja za doseganje poslovne odličnosti

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Povzetek

Raziskovalno vprašanje (RV): Kako lahko integracija modela poslovne odličnosti EFQM (2020) ter standardov ISO 9001:2018 in ISO 14001:2018 prispeva k vzpostavitvi vzročnih povezav med strateško usmeritvijo, izvedbo procesov in poslovnimi rezultati podjetja v energetske sektorju, zlasti v kontekstu podnebnih sprememb, digitalne transformacije in trajnostnega razvoja?

Namen: Z razširitvijo obsega dejavnosti in prehodom iz proizvodnega v vse bolj storitveno usmerjeno podjetje se organizacija za proizvodnjo električne energije sooča s potrebo po redefiniciji svojega namena, strateških ciljev in modela upravljanja. Namen raziskave je oblikovati integriran pristop vodenja, ki temelji na vrednotah podjetja: odgovorno poslovanje, zadovoljstvo deležnikov, razvoj dejavnosti, energetska učinkovitost in okoljska ozaveščenost, ter podpre konkurenčno delovanje na odprtem trgu.

Metoda: Raziskava temelji na uporabi modela poslovne odličnosti EFQM (2020) kot celovitega okvirja za vrednotenje organizacijske zrelosti ter na implementaciji standardov ISO 9001:2018 (sistem vodenja kakovosti) in ISO 14001:2018 (sistem ravnanja z okoljem). Teoretični pristop združuje načela celovitega obvladovanja kakovosti, trajnostnega upravljanja in strateškega managementa. Empirični del vključuje analizo ključnih kazalnikov uspešnosti, procesov ter okoljskih vplivov.

Rezultati: Ugotovitve kažejo, da integracija sistemov vodenja omogoča vzpostavitev merljivih kazalnikov uspešnosti, ki povezujejo tehnološke, ekonomske in okoljske vidike poslovanja. Takšen pristop prispeva k večji učinkovitosti procesov, izboljšanju poslovnih rezultatov ter ustvarjanju dodane vrednosti pri prestrukturiranju podjetja iz proizvodno usmerjene v hibridno proizvodno-storitveno organizacijo. Model EFQM dopolnjuje ISO standarde s poudarkom na ustvarjanju dolgoročne vrednosti, učenju, inoviranju in trajnostnem prispevku družbi.

Organizacija: Raziskava nudi menedžmentu strukturiran okvir za izboljšanje poslovnih procesov, boljše obvladovanje vplivnih dejavnikov uspešnosti ter sistematično vrednotenje okoljskih emisij in trajnostnih kazalnikov. Integriran model podpira strateško odločanje in povečuje organizacijsko odpornost.

Družba: Raziskava prispeva k zmanjševanju okoljskih vplivov z vrednotenjem emisij CO₂ ter krepi družbeno odgovornost podjetja skozi razvoj voditeljstva, znanja in trajnostne naravnosti.

Originalnost: Izvirnost raziskave se kaže v celoviti integraciji modela EFQM (2020) in ISO standardov v specifičnem kontekstu energetskega podjetja, ki prehaja v storitveni poslovni model.

Omejitve/nadaljnje raziskovanje: Raziskava je omejena na izbrano panogo in predstavlja pilotski primer. Nadaljnje raziskave lahko vključujejo primerjalne analize med različnimi energetske podjetji ter širšo aplikacijo integriranega modela v drugih industrijah.

Ključne besede: poslovna odličnost, kakovost, vodenje, trajnostni razvoj, energetska učinkovitost, okolje, procesi, poslovni rezultati, integracija sistemov.

Abstract

Quality and Environmental Standards for Achieving Business Excellence

Research Question (RQ): How can the integration of the EFQM business excellence model (2020) and the ISO 9001:2018 and ISO 14001:2018 standards contribute to establishing causal links between strategic direction, process implementation, and business results in the energy sector, particularly in the context of climate change, digital transformation, and sustainable development?

Purpose: With the expansion of its activities and the transition from a manufacturing to an increasingly service-oriented company, the electricity production organisation is faced with the need to redefine its purpose, strategic objectives and management model. The purpose of the research is to develop an integrated management approach based on the company's values: responsible business, stakeholder satisfaction, business development, energy efficiency, and environmental awareness, and to support competitive operation in an open market.

Method: The research is based on the use of the EFQM (2020) business excellence model as a comprehensive framework for assessing organizational maturity and on the implementation of the ISO 9001:2018 (quality management system) and ISO 14001:2018 (environmental management system) standards. The theoretical approach combines the principles of total quality management, sustainable management, and strategic management. The empirical part includes an analysis of key performance indicators, processes, and environmental impacts.

Results: The findings show that the integration of management systems enables the establishment of measurable performance indicators that link technological, economic, and environmental aspects of business operations. This approach contributes to greater process efficiency, improved business results, and the creation of added value in the restructuring of a company from a production-oriented to a hybrid production-service organization. The EFQM model complements ISO standards with an emphasis on creating long-term value, learning, innovation, and sustainable contribution to society.

Organization: The survey provides management with a structured framework for improving business processes, better control of performance drivers, and systematic evaluation of environmental emissions and sustainability indicators. The integrated model supports strategic decision-making and increases organizational resilience.

Society: The research contributes to reducing environmental impacts by evaluating CO₂ emissions and strengthens corporate social responsibility through the development of leadership, knowledge, and sustainability.

Originality: The originality of the research is reflected in the comprehensive integration of the EFQM (2020) model and ISO standards in the specific context of an energy company that is transitioning to a service business model.

Limitations / further research: The study is limited to the selected industry and represents a pilot case. Further research may include comparative analyses between different energy companies and broader application of the integrated model in other industries.

Keywords: business excellence, quality, leadership, sustainable development, energy efficiency, environment, processes, business results, systems integration.

Institucionalna transformacija in ustvarjanje znanja

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Povzetek

Raziskovalno vprašanje (RV): Kako so v obstoječih raziskavah v visokošolskem prostoru konceptualno povezani institucionalna transformacija, management znanja in trajnostni razvoj?

Namen: Namen prispevka je analizirati in sintetizirati obstoječe znanstvene raziskave na presečišču navedenih treh dimenzij ter identificirati konceptualne vrzeli, ki omejujejo razvoj celovitega modela trajnostne transformacije visokošolskih organizacij.

Metoda: Izvedli smo sistematični pregled literature po metodologiji PRISMA. Primarno iskanje je potekalo v bazah ProQuest in ProQuest Dissertations & Theses, dopolnilno pa v Scopus in COBISS. V kvalitativno vsebinsko analizo smo vključili 35 raziskav (27 znanstvenih člankov in 8 doktorskih disertacij), objavljenih v obdobju 2017–2025. Analiza je temeljila na identifikaciji organizacijskih konstrukтов, povezanih z institucionalno transformacijo, procesi managementa znanja in trajnostnimi praksami.

Rezultati: Rezultati kažejo, da se institucionalna transformacija v visokošolskih organizacijah odraža predvsem skozi spremembe organizacijske kulture, stilov vodenja, digitalizacije, inoviranja in razvoja učeče se organizacije. Management znanja je v analiziranih raziskavah najpogosteje obravnavan skozi procese deljenja, prenosa in uporabe znanja, medtem ko proces ustvarjanja znanja kot temeljni dinamični organizacijski proces ni sistematično konceptualiziran ali empirično preverjen. Identificirana raziskovalna vrzel tako kaže na pomanjkanje integrativnega razumevanja ustvarjanja znanja kot osrednjega mehanizma trajnostne institucionalne transformacije.

Organizacija: Na ravni organizacije rezultati prispevajo k razumevanju pogojev, pod katerimi lahko visokošolske institucije razvijejo trajnostne modele upravljanja, ki sistematično vključujejo ustvarjanje znanja v strateško odločanje, organizacijske spremembe in razvoj kompetenc.

Družba: Na ravni družbe raziskava poudarja pomen visokošolskih organizacij kot ključnih akterjev trajnostnega razvoja ter spodbuja oblikovanje nacionalnih raziskovalnih in izobraževalnih politik, ki podpirajo transformativne procese ustvarjanja znanja.

Originalnost: Originalnost prispevka je v integrativni analizi treh konceptualnih dimenzij ter v identifikaciji vrzeli v literaturi glede neobravnavanja procesa ustvarjanja znanja v kontekstu trajnostne institucionalne transformacije.

Omejitve/nadaljnje raziskovanje: Omejitve raziskave izhajajo iz izbora ključnih besed, časovnega obdobja in omejitve na izbrane baze podatkov. Nadaljnje raziskovanje naj vključuje poglobljene kvalitativne ali mešane pristope ter empirično preverjanje modelov ustvarjanja znanja v visokošolskih organizacijah.

Ključne besede: institucionalna transformacija, ustvarjanje znanja, management znanja, trajnostni razvoj, visoko šolstvo, PRISMA, organizacijske spremembe.

Abstract

Institutional Transformation and Knowledge Creation

Research Question (RQ): How institutional transformation, knowledge management, and sustainable development are conceptually interconnected within existing higher education research?

Purpose: The purpose of the paper is to analyze and synthesize existing scientific studies at the intersection of these three dimensions and to identify conceptual gaps that constrain the development of a comprehensive model of sustainable transformation in higher education organizations.

Method: a systematic literature review was conducted following the PRISMA protocol. The primary search was carried out in the ProQuest and ProQuest Dissertations & Theses databases, with additional searches in Scopus and COBISS. A total of 35 studies (27 scientific articles and 8 doctoral dissertations), published between 2017 and 2025, were included in the qualitative content analysis. The analysis focused on identifying organizational constructs related to institutional transformation, knowledge management processes, and sustainable practices.

Results: The results indicate that institutional transformation in higher education organizations is primarily reflected in changes in organizational culture, leadership styles, digitalization, innovation, and the development of learning organizations. In the analyzed studies, knowledge management is most frequently examined through processes of knowledge sharing, transfer, and use, whereas knowledge creation as a fundamental dynamic organizational process is neither systematically conceptualized nor empirically operationalized. The identified research gap thus points to the absence of an integrative understanding of knowledge creation as a central mechanism of sustainable institutional transformation.

Organization: At the organizational level, the findings contribute to understanding the conditions under which higher education institutions can develop sustainable management models that systematically integrate knowledge creation into strategic decision-making, organizational change, and competence development.

Society: At the societal level, the study highlights the role of higher education institutions as key actors in sustainable development and supports the formulation of national research and educational policies that foster transformative processes of knowledge creation.

Originality: The originality of the contribution lies in the integrative analysis of the three conceptual dimensions and in identifying a gap in the literature concerning the insufficient consideration of knowledge creation within the context of sustainable institutional transformation. Limitations / further research: The limitations of the study stem from the selection of keywords, the time frame, and the restriction to selected databases. Future research should include in-depth qualitative or mixed-method approaches and empirical testing of knowledge creation models in higher education organizations.

Keywords: institutional transformation, knowledge creation, knowledge management, sustainable development, higher education, PRISMA, organizational change.

Vrednotenje poslovnih načrtov projektov razvoja novih izdelkov: uporaba analitičnega hierarhičnega procesa v okviru uravnoteženega sistema kazalnikov

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Povzetek

Raziskovalno vprašanje (RV): Odločanje o razvoju novih izdelkov (NPD) je zahtevno zaradi prisotnosti tržne negotovosti in tehnoloških tveganj. Tradicionalne finančne metode vrednotenja pogosto ne zajamejo pomembnih nefinančnih dejavnikov, ki vplivajo na privlačnost poslovnih načrtov.

Namen: Prispevek predstavlja integriran okvir za vrednotenje poslovnih načrtov projektov razvoja novih izdelkov, ki združuje uravnoteženi sistem kazalnikov (Balanced Scorecard – BSC) in analitični hierarhični proces (Analytical Hierarchy Process – AHP).

Metoda: Merila vrednotenja so bila opredeljena v okviru perspektiv BSC na podlagi mnenj strokovnjakov, njihova relativna pomembnost pa je bila določena s parnimi primerjavami z uporabo metode AHP.

Rezultati: Rezultati kažejo, da imata pri ocenjevanju privlačnosti poslovnih načrtov največji vpliv perspektivi kupcev in financ, sledita pa perspektivi notranjih procesov ter učenja in inovacij. Ključni dejavniki vključujejo finančno privlačnost, neto sedanjo vrednost, stroške projekta, dobo vračila investicije ter tehnično izvedljivost.

Organizacija: Okvir pomaga managerjem sprejemati bolj pregledne in uravnotežene odločitve pri vrednotenju in določanju prioritet poslovnih primerov razvoja novih izdelkov.

Družba: Okvir podpira odgovorno in trajnostno odločanje z izboljšanjem rabe virov in zmanjševanjem tveganj pri projektih razvoja novih izdelkov.

Originalnost: Predlagani pristop omogoča strukturirano in pregledno primerjavo alternativnih poslovnih primerov ter podpira bolj uravnoteženo odločanje pri upravljanju portfelja projektov razvoja novih izdelkov.

Omejitve/nadaljnje raziskovanje: Omejitve raziskave in predlogi za nadaljnje raziskovanje.

Ključne besede: merjenje uspešnosti (kakovost), analitični hierarhični proces (AHP), uravnoteženi sistem kazalnikov (BSC), poslovni načrt, upravljanje portfelja, razvoj novih izdelkov (NPD).

Abstract

Evaluation of Business Plans for New Product Development Projects: Use of the Analytic Hierarchy Process within the Balanced Scorecard

Research Question (RQ): New product development (NPD) decisions are complex due to the combined presence of commercial uncertainty and technological risk. Traditional financial evaluation methods often fail to capture important non-financial factors influencing business case attractiveness.

Purpose: This paper proposes an integrated framework for evaluating NPD project business cases by combining the Balanced Scorecard (BSC) and the Analytical Hierarchy Process (AHP).

Method: Evaluation criteria were identified across BSC perspectives based on expert input, and their relative importance was determined through pairwise comparisons using the AHP method. Results: The results indicate that customer and financial perspectives are the most influential in assessing NPD business case attractiveness, followed by internal process and innovation perspectives. Key evaluation factors include financial attractiveness, net present value, project costs, payback period, and technical feasibility.

Organization: The framework helps managers make more transparent and balanced decisions when evaluating and prioritizing new product development business cases.

Society: The framework supports responsible and sustainable decision-making by improving resource use and reducing risks in new product development projects.

Originality: The proposed approach enables structured and transparent comparison of alternative NPD business cases by integrating both quantitative and qualitative decision criteria, thus supporting more balanced decision-making in NPD portfolio management.

Limitations / further research: Research limitations and suggestions for further research.

Keywords: performance measurement (quality), analytical hierarchy process (AHP), balanced scorecard, business case, portfolio management, new product development (NPD).

Vpliv določenih elementov manifestirane organizacijske kulture na zaznano kakovost storitev v zagrebškem živalskem vrtu

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Povzetek

Raziskovalno vprašanje (RV): Kakšen je pomen elementov manifestirane organizacijske kulture za zaznano kakovost storitev v zagrebškem živalskem vrtu?

Namen: Namen prispevka je preučiti, ali in kako organizacijska kultura vpliva na zaznano kakovost storitev v zagrebškem živalskem vrtu.

Metoda: Raziskava je bila izvedena na vzorcu obiskovalcev zagrebškega živalskega vrta z uporabo anketne metode. Za zbiranje podatkov, relevantnih za raziskovano področje, je bil uporabljen vprašalnik. Odvisna spremenljivka je bila opredeljena kot konstrukt zaznane kakovosti storitev (PSQ), neodvisna spremenljivka, manifestirana organizacijska kultura (MOC), pa je bila merjena s posebej oblikovano lestvico za ocenjevanje stališč in mnenj obiskovalcev o vidnih in nevidnih značilnostih organizacijske kulture. Za preverjanje hipoteze so bile uporabljene univariatne, bivariatne (t-test, korelacijska in regresijska analiza) ter multivariatne analize (konfirmatorna faktorska analiza). Vsi zbrani podatki so bili obdelani in analizirani s statističnim programom IBM SPSS 22.0 in MS Excel.

Rezultati: Uporaba organizacijske kulture in zaznane kakovosti storitev je zahtevala ustrezne merske postopke. Rezultati raziskave so potrdili večdimenzionalnost zaznane kakovosti storitev in njene psihometrične lastnosti kot merskega instrumenta. Regresijska analiza je pokazala napovedno moč manifestirane organizacijske kulture za zaznano kakovost storitev ($p < 0,001$).

Organizacija: Prispevek opredeljuje model poslovnega upravljanja, ki temelji na organizacijski kulturi in njenem ugodnem vplivu na kakovost storitev.

Družba: Uvedba modela upravljanja, temelječega na kulturi, pozitivno vpliva ne le na poslovno uspešnost organizacije, temveč tudi na potrošnike kot člane širše skupnosti in družbe.

Originalnost: Prispevek predstavlja model vpliva organizacijske kulture na kakovost storitev, ki je uporaben v vsakdanji poslovni praksi.

Omejitve/nadaljnje raziskovanje: Omejitve te raziskave izhajajo iz dejstva, da so bile analizirane le nekatere dimenzije odvisnih in neodvisnih spremenljivk. Prihodnje raziskave bi zato morale vključiti večje število spremenljivk in kazalnikov za preučitev dodatnih atributov organizacijske kulture in zaznane kakovosti storitev.

Ključne besede: organizacijska kultura, storitev, kakovost storitev, zagrebški živalski vrt.

Abstract

Impact of Certain Elements of Manifested Organisational Culture on the Perceived Quality of Services at Zagreb Zoo

Research Question (RQ): What is the significance of the elements of manifested organizational culture for the perceived service quality in the Zagreb Zoo?

Purpose: The purpose of this paper is to examine whether and how organizational culture influences perceived service quality in the Zagreb Zoo.

Method: The research was conducted on a sample of visitors to the Zagreb Zoo using a survey method. A questionnaire was used to collect data relevant to the research area. The dependent variable was defined as the construct of perceived service quality (PSQ), while the independent variable, manifested organizational culture (MOC), was measured using a specially designed scale for assessing visitors' attitudes and opinions regarding the visible and invisible characteristics of organizational culture. To test the hypothesis, univariate, bivariate (t-test, correlation and regression analysis), and multivariate analyses (confirmatory factor analysis) were applied. All collected data were processed and analyzed using the statistical software IBM SPSS 22.0 and MS Excel.

Results: The application of organizational culture and perceived service quality required appropriate measurement procedures. The results confirmed the multidimensionality of perceived service quality and its psychometric properties as a measurement instrument. Regression analysis demonstrated the predictive power of manifested organizational culture for perceived service quality ($p < 0.001$).

Organization: The paper defines a business management model based on organizational culture and its favorable impact on service quality.

Society: The introduction of a culture-based management model positively affects not only organizational performance but also consumers as members of the broader community and society.

Originality: The paper presents a model of the influence of organizational culture on service quality that can be applied in everyday business practice.

Limitations/Future Research: The limitations of this research arise from the fact that only certain dimensions of the dependent and independent variables were analyzed. Future research should therefore include a larger number of variables and indicators in order to examine additional attributes of organizational culture and perceived service quality.

Keywords: organizational culture, service, service quality, Zagreb Zoo.

Vpliv marketinških vsebin na nakupne odločitve

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Povzetek

Raziskovalno vprašanje (RV): Da bi bila vloga vsebinskega marketinga jasnejša in lažje uporabna, zlasti za marketinške organizacije, ki to tehniko postopno uvajajo ali je še niso sprejele, je treba to platformo jasno opredeliti z določitvijo njenih temeljnih elementov, načina sodelovanja s potrošniki in vpliva na proces sprejemanja nakupnih odločitev.

Namen: Namen raziskave je preučiti vpliv vsebinskega marketinga na proces sprejemanja nakupnih odločitev potrošnikov. Cilj študije je poudariti pomen vsebinskega marketinga z vidika strateškega marketinškega načrtovanja in njegovega vpliva na doseganje učinkovitih in konkurenčnih marketinških organizacij.

Metoda: Izvedena je bila primarna empirična kvantitativna raziskava na vzorcu študentov in mladih zaposlenih iz mesta Zagreb. Uporabljene so bile različne znanstvene metode, vključno z analizo in sintezo, induktivno in deduktivno metodo ter statističnimi metodami. Preverjanje hipotez je bilo izvedeno z univariatnimi in bivariatnimi analizami, vključno s korelacijsko in regresijsko analizo.

Rezultati: Izvedena regresijska analiza je pokazala napovedno moč vsebinskega marketinga pri opredeljevanju in oblikovanju potrošniških nakupnih odločitev, ki se vrednotijo prek prejetih sporočil in analize vsebin v viralnem okolju ($p < 0,001$). Rezultati potrjujejo statistično značilen vpliv vsebinskega marketinga na proces sprejemanja nakupnih odločitev.

Organizacija: Rezultati raziskave ponujajo usmeritve za marketinške strokovnjake in menedžerje pri učinkoviti uporabi vsebinskega marketinga kot strategije za povečanje organizacijske učinkovitosti, konkurenčnosti in vrednosti za potrošnike.

Družba: Ta raziskava prispeva k razumevanju viralnih družbenih skupnosti z vidika potrošnikov in njihove vloge pri oblikovanju novih družbenih vzorcev in vedenj v digitalnem okolju.

Originalnost: Izvedena je bila izvorna znanstvena raziskava, rezultat katere je raziskovalni model za preučevanje vpliva vsebinskega marketinga na nakupne odločitve, kar predstavlja izhodišče za nadaljnji razvoj tega raziskovalnega področja.

Omejitve/nadaljnje raziskovanje: Raziskava je bila izvedena na relativno majhnem vzorcu, kar omejuje posploševanje rezultatov. Prihodnje raziskave naj vključijo večje vzorce in longitudinalni pristop za preučevanje dinamike procesa sprejemanja nakupnih odločitev skozi čas.

Ključne besede: vsebinski marketing, nakupne odločitve, elektronsko širjenje informacij od ust do ust, digitalni marketing.

Abstract

Impact of Marketing Content on Purchasing Decisions

Research Question (RQ): In order to make the role of content marketing clearer and more easily applicable, especially for marketing organizations that are gradually introducing this technique or have not yet adopted it, it is necessary to clearly define this platform by identifying its core elements, the mode of cooperation with consumers, and its impact on the purchase decision-making process.

Purpose: The purpose of this research is to examine the impact of content marketing on the consumer purchase decision-making process. The goal of the study is to emphasize the importance of content marketing in terms of strategic marketing planning and its influence on achieving efficient and competitive marketing organizations.

Method: A primary empirical quantitative study was conducted on a sample of students and young employed individuals from the city of Zagreb. Various scientific research methods were applied, including analysis and synthesis, abstraction and concretization, inductive and deductive methods, as well as statistical methods. Hypothesis testing was performed using univariate and bivariate analyses, including correlation and regression analysis.

Results: The conducted regression analysis demonstrated the predictive capability of content marketing in defining and shaping consumer purchase decisions, which are evaluated through received messages and content analysis in the viral sphere ($p < 0.001$). The results confirm a statistically significant impact of content marketing on the purchase decision-making process.

Organization: The research results provide guidance for marketing experts and managers who implement or intend to implement content marketing, indicating that this strategy contributes to increased organizational efficiency, competitiveness, and value creation for consumers.

Society: This research contributes to the understanding of viral social communities from a consumer perspective and their role in shaping a broader social dimension that extends beyond individual consumption behavior into the digital society.

Originality: A primary scientific study was conducted, resulting in the development of a simple research model for examining the impact of content marketing on purchase decisions, representing a novelty and a foundation for further development of this research domain.

Limitations / further research:

The study was conducted on a relatively small research sample; therefore, the results cannot be generalized to the broader population. Future research should include larger samples and apply a longitudinal approach to analyze the dynamics of the purchase decision-making process over a longer period.

Keywords: content marketing, purchase decisions, electronic word-of-mouth, digital marketing.