

## **Družbena odgovornost kot garant poslovne odličnosti**

### *Corporate social responsibility as a guarant of business excellence*

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#### **Povzetek**

Namen raziskave je bil teoretično raziskati razsežnosti družbene odgovornosti in z njo povezane standarde menedžmenta kakovosti in modela odličnosti, ugotoviti vpliv izbranih poslovnih modelov menedžmenta na uresničevanje družbeno odgovornega ravnanja ter izpolnjevanja poslanstva in vizije ter smotrov in ciljev za dolgoročno rast in razvoj organizacije. V raziskavo smo vključili cenzus 759 registriranih srednje-velikih in velikih organizacij na področjih tržnih storitev v Republiki Sloveniji – po standardni klasifikaciji dejavnosti (SKD 2008) so to dejavnosti z oznako od »D« do »N«. Raziskovalni vprašalnik je v celoti izpolnilo 136 povabljenih anketirancev iz organizacij vseh identificiranih področij dejavnosti tržnih storitev v Sloveniji.

Glede na oblikovane hipoteze raziskovanja smo potrdili, da poznavanje in implementacija standardov menedžmenta kakovosti in modela odličnosti, določanje poslanstva in vizije ter smotrov in ciljev menedžmenta, sistematično izvajanje aktivnosti poročanja o doseženih izidih družbene odgovornosti, vključevanje motiviranih zaposlenih v procese dela in še posebej spoštovanje smernic družbeno odgovornega ravnanja, pomembno vplivajo za uspešnost oz. odličnost poslovanja organizacij v družbenem okolju. Na osnovi statistične obdelave izidov iz raziskave ter izvedenega modeliranja izbranih dejavnikov menedžmenta, smo oblikovali izvorni Model odličnosti družbeno odgovornega menedžmenta organizacij (ESRM-S), ki vključuje načela VKEN (vrednote, kultura, etika in norme) ter celovitosti in soodvisnosti družbene odgovornosti za trajnostni razvoj organizacije.

Ključne besede:

Družbena odgovornost, kakovost, menedžment, odličnost, raziskava, tržne storitve.

#### **Abstract**

The purpose of this study was to research, in theory, the dimensions of social responsibility including associated quality management and excellence model standards, to establish the impact of selected business management models on the actual realisation of socially responsible behaviour and fulfilling the missions, visions, goals and objectives which enable the long-term growth and development of an organisation. The study incorporated a census of 759 registered medium-to-large and large organisations engaging in market services in the Republic of Slovenia. According to the Standard Classification of Activities (SKD 2008), this includes activities labelled "D" through "N". The study questionnaire was fully completed by 136 invitees from organisations from every identified marketing services activities area in Slovenia.

According to the established study hypotheses, it was confirmed that the understanding and implementation of quality management and excellence model standards, determining company management mission, vision, goals and objectives, the systematic reporting on attained social responsibility results, integration of motivated employees into work processes and especially the observance of guidelines on socially responsible behaviour are all key to the business and excellence success of a company within a social environment. Based on the statistical processing of study results and the modelling of selected management factors, we

formulated an original Excellence in Social Responsibility Management Model for organisations, the (ESRM-S), which incorporates the principles of VCEN (values, culture, ethics and norms) and the integrity and interdependence of social responsibility for the sustainable growth of an organisation.

Keywords: Social responsibility, quality, management, excellence, study, market services.