

# Vpliv lastnosti članov sveta delavcev na njihove odnose z menedžmentom

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## Povzetek

**Raziskovalno vprašanje (RV):** Pri uvajanju sprememb v organizacije ima velik pomen tudi položaj sveta delavcev. Pričajoče tehnološke novosti odpirajo potencialni obseg ukrepov soodločanja sveta delavcev, pomembno pri tem pa je ohranjanje sodelovalnega odnosa z menedžmentom. Člani sveta delavcev imajo pri tem pomembno vlogo, saj kot posredniki informacij med zaposlenimi in vodstvom lahko povečujejo stopnjo medsebojnega zaupanja in pomagajo uvajati spremembe v delovna okolja. V prispevku obravnavamo avtopoietične lastnosti članov sveta delavcev, ki so potrebne za njihovo proaktivno delovanje, zato jih izpostavljamo kot gradnik za ustvarjanje konstruktivnih odnosov z menedžmentom.

V našem raziskovalnem vprašanju se sprašujemo, kakšen je vpliv avtopoietičnih lastnosti članov sveta delavcev na vrsto odnosa sveta delavcev z menedžmentom.

**Namen:** Namen raziskave je bil proučiti povezanost med gradniki avtopoietičnih lastnosti članov sveta delavcev in vrsto odnosa sveta delavcev z menedžmentom, saj predpostavljamo, da se višja stopnja avtopoietičnih lastnosti odraža v boljših odnosih sveta delavcev z menedžmentom.

**Metoda:** Za zbiranje informacij za potrebe raziskave smo uporabili metodo anketiranja. Kot merski inštrument smo uporabili vprašalnik, ki smo ga postavili na osnovi izhodišč že oblikovanega vprašalnika ter predhodno analizirane strokovne literature z našega interesnega področja.

**Rezultati:** (1) Na vrsto odnosa med svetom delavcev in menedžmentom statistično značilno vpliva avtopoietična lastnost samozavedanje, in sicer višja kot bo stopnja samozavedanja, boljši bodo odnosi med svetom delavcev in menedžmentom. (2) Med dimenzijami avtopoietičnih lastnosti obstaja pozitivna povezanost med vsemi pari spremenljivk.

**Organizacija:** Na osnovi izsledkov raziskave smo definirali lastnosti članov sveta delavcev, ki prispevajo k ustvarjanju sodelovalnih odnosov z menedžmentom. Krepitev teh lastnosti posameznika lahko pripomore k njegovemu proaktivnemu pristopu k uresničevanju delavskega soupravljanja in zavestni gradnji dobroih odnosov z menedžmentom.

**Družba:** Z rezultati naše raziskave smo ugotovili, da so za konstruktivno uresničevanje delavskega soupravljanja v organizacijah pomembne tudi lastnosti članov svetov delavcev. Prispevek družbi so pojasnjena spoznanja o vplivih avtopoietičnih lastnosti članov svetov delavcev na njihove odnose z menedžmentom.

**Originalnost:** Izvedena raziskava predstavlja prispevek k novim spoznanjem, ki bi lahko prispevala k proaktivnemu uresničevanju delavskega soupravljanja v organizacijah.

**Omejitve/nadaljnje raziskovanje:** V raziskavi smo proučevali vpliv avtopoietičnih lastnosti članov sveta delavcev na vrsto njihovega odnosa z menedžmentom. Na vrsto odnosa med člani sveta delavcev in menedžmentom pa lahko vplivajo tudi drugi dejavniki, ki bi jih lahko preučevali z nadaljnjjimi raziskavami.

**Ključne besede:** organizacija, delavsko soupravljanje, svet delavcev, člani sveta delavcev, avtopoietične lastnosti, odnosi.

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**Mari Božič** je diplomirana ekonomistka, specialistka poslovne ekonomije, magistrica znanosti s področja menedžmenta in doktorica znanosti s področja medežmenta kakovosti. Razpolaga s tehničnim znanjem s

področja kemijske dejavnosti, ki ga pridobila v srednji kemijski šoli. Nadgradila ga je z izkušnjami, ki jih je pridobila z vodenjem zaposlenih in organizacijo dela tako na področju proizvodnje kot tudi razvoja in raziskav. Je članica sveta delavcev, članica predsedstva Združenja svetov delavcev Slovenije in certificirana notranja presojevalka sistema vodenja kakovosti. Njeno raziskovalno zanimanje se nanaša na zaposlene, njihove avtopoetične lastnosti in organizacijsko energijo ter na medsebojne odnose v organizaciji. Sodeluje na konferencah ter objavlja članke v strokovnih in znanstvenih publikacijah.

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**Annmarie Gorenc Zoran** je redna profesorica na Fakulteti za organizacijske študije. Sodelovala je pri številnih usmerjevalnih projektih, znanstvenih organizacijskih odborih ter vodila projekte v ZDA in Evropi. Kot raziskovalka in gostujuča profesorica je bila aktivna na več univerzah v Evropi in ZDA. Njeno raziskovalno področje je interdisciplinarni pristop posameznikov/ljudi v izobraževalnih in organizacijskih znanostih. Je avtorica ali soavtorica številnih znanstvenih člankov v akademskih revijah.

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# Influence of Works Council Members Endowments on their Relationship with Management

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## Abstract

**Research Question (RQ):** The position of the Works Council is of great importance when introducing changes in organizations. Current technological innovations open up potential co-decision-making opportunities for the Works Council, and it is important to maintain a cooperative relationship with management. Works Council members play an important role in this process because, as mediators of information between workers and management, they can strengthen mutual trust and help introduce changes in the work environment. This article focuses on the autopoietic skills of Works Council members required for their proactive activities, which we discuss as building blocks for creating constructive relationships with management. We wanted to examine whether works council members' autopoietic endowments influence the nature of works council-management relationships.

**Purpose:** The purpose of this study was to examine the relationship between the building blocks of Works Council members' autopoietic endowment and the nature of their relationships with the Works Council and management, as we hypothesise that higher levels of autopoietic endowment are associated with better Works Council relationships with management.

**Method:** We used a quantitative analysis with a survey instrument as the measurement tool. The questionnaires were based on two existing questionnaires and modified based on the scientific literature in our area of interest.

**Results:** (1) The nature of the relationship between Works Council and management was statistically significantly influenced by the autopoietic endowment of self-awareness, i.e., higher self-awareness was reflected in better relations between Works Council and management. (2) There was a positive relationship between all pairs of variables under the dimensions of autopoietic endowments.

**Organisation:** Based on the research findings, we defined the characteristics of Works Council members that contribute to cooperative relationships with management. Strengthening these characteristics of individuals can help them proactively advocate for worker involvement and consciously build good relationships with management.

**Society:** With our research results, we found that the personality traits of Works Council members are also important for the constructive implementation of worker participation in organisations. The company's contribution explains the findings on the influences of Works Council members' autopoietic endowments on their organisational energy and their relationships with management.

**Originality:** The research conducted represents a contribution to new knowledge that could contribute to the proactive implementation of worker involvement in organisations.

**Limitations / further research:** We only studied the influence of Works Council members' autopoietic endowment on their relationships with management. Works Council members' relationships with management may also be influenced by other factors that could be further explored.

**Keywords:** Organisation, Workers' Participation, Works Council, Works Council members, Autopoietic Endowments, relationships.

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**Mari Bozic** holds a Bachelor of Science in Economics, a Bachelor of Science in Business Economics, a Master of Science in Management, and a PhD in Quality Management. She has technical knowledge in the field of chemical activity, which she acquired during her SOK level 5 chemistry class. She has advanced her knowledge with experience that she has gained in managing employees and organising work in both manufacturing and research and development. She is member of the Works Council, member of the Presidency of the Association of Works Councils of Slovenia and an internal auditor of the quality system. Her research interest is related to employees, their autopoietic endowments and organisational energy, and to relationships within the organisation. She participates in conferences and publishes articles in professional and scientific publications.

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