

Si menedžerji upajo voditi trajnostno? Gradniki vodenja deležnikov v organizaciji z namenom spodbujanja trajnostnih praks

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Povzetek

Raziskovalno vprašanje (RV): Delovanje in razvoj vsake organizacije v smeri trajnosti je v veliki meri odvisno od vodij, njihovih veščin, načina komunikacije in motiviranja ostalih deležnikov. Vse to je še bolj izrazito v trenutnih razmerah, ko se izraža zahteva po trajnostnem vodenju in spremembam, ki jih narekuje trg. Ta raziskava se osredotoča na vodje, njihov način delovanja, vodenja in sprejemanja odločitev, ko so postavljeni pred dejstvo, da jim vizija narekuje spodbujanje trajnostnih praks. Predvsem se osredotoča na stile vodenja in tiste bistvene gradnike, ki zagotavljajo uspeh pri vzpodbujanju in ponotranjenju trajnostnih praks z ostalimi deležniki v organizaciji. Raziskovalno vprašanje se tako glasi: Kateri so v literaturi najbolj pogosto izpostavljeni gradniki vodenja, ki zagotavljajo uspešnost pri vplivanju na trajnostno razmišljanje deležnikov in graditvi etične kulture organizacije?

Namen: Glavni namen raziskave je preveriti obstoječo literaturo glede stilov vodenja, ki jim lahko pripišemo elemente trajnosti in izpostaviti raziskave o korelaciji med stilom vodenja in spodbujanjem trajnostnih praks v organizaciji.

Metoda: Metodološki pristop smo na podlagi uvodnih spoznanj začeli s sistematičnim pregledom domače in tuje literature in člankov, ki so objavljeni v dostopnih bazah podatkov (ProQuest, Science Direct, Cobiss in Emerald) ter po repozitorjih slovenskih univerz. Pregledanih je bilo 19 člankov in 8 doktorskih disertacij, 86 % preučevanih člankov je bilo objavljeno po letu 2021, doktorske disertacije pa so v večini nastale v letih po 2020 in so prikazane skozi PRISMA diagram. Pri iskanju ustreznih člankov smo uporabili ključne besede, in sicer "trajnost", "slog vodenja", "družbena odgovornost", v slovenskem jeziku ter "sustainability", "corporate leadership" in "social outcomes" v angleškem jeziku.

Rezultati: Analizirani članki dokazujejo izpostavljenost transformacijskega stila vodenja kot trajnostnega in podajajo ključne elemente, ki so za takšne vodje značilni. Ob nadaljnji raziskavi smo te gradnike zbrali, služili pa bodo nadaljnji izvedbi raziskovanja.

Organizacija: Raziskava bo vodstvenemu kadru dala vpogled v ključne gradnike njihovega vodenja za zagotavljanje trajnostnih praks v organizaciji.

Družba: Implementacija in prepoznavanje ključnih lastnosti vodij in načinov vodenja ima pozitiven vpliv tudi na zaposlene in ostale deležnike, torej na družbo nasploh.

Originalnost: Zaradi izpostavljanje pozornosti uveljavitvi trajnostnih praks v organizacijo v korelaciji z vodstvenim stilom, bo originalnost raziskave povečala preglednost do sedaj raziskanih tez in postavila temelje za nadaljnje raziskovanje.

Omejitve/nadaljnje raziskovanje: Omejitve izvedene raziskave vidimo v sorazmerno majhni količini objavljene literature, ki bi zajemala dejansko implementacijo trajnostnega razvoja do deležnikov, zato smo se osredotočili na ugotovitve vpliva celostnih trajnostnih dejavnikov. Predlog nadaljnjih raziskav gre v smeri empiričnega preverjanja ugotovitev glede ključnih gradnikov vodstvenega stila za vzpostavitev trdnega razvoja trajnostnega poslovanja.

Ključne besede: trajnostni razvoj, stil vodenja, trajnost, družbeni odgovornost

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Do managers dare to lead sustainably? Building blocks for stakeholder management in an organization to promote sustainable practices

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Abstract

Research Question (RQ): The performance and development of any organization towards sustainability depends to a large extent on its leaders, their skills, the way they communicate and motivate other stakeholders. All this is even more pronounced in the current situation where there is a demand for sustainable leadership and market-driven change. This research focuses on leaders, how they act, lead and make decisions when faced with the fact that their vision dictates the promotion of sustainable practices. In particular, it focuses on leadership styles and those essential building blocks that ensure success in promoting and aligning sustainable practices with other stakeholders in the organization. The research question is therefore: Which are the most frequently highlighted leadership building blocks in the literature that ensure success in influencing stakeholders' sustainability thinking and building an ethical culture in an organization?

Purpose: The main purpose of the research is to review the existing literature on leadership styles to which elements of sustainability can be attributed and to highlight research on the correlation between leadership style and the promotion of sustainable practices in an organization.

Method: The methodological approach was based on the initial findings and started with a systematic review of national and foreign literature and articles published in accessible databases (ProQuest, Science Direct, Cobiss and Emerald) and repositories of Slovenian universities. 59 articles and 8 PhD dissertations were reviewed, 86% of the articles reviewed were published after 2021, while most PhD dissertations were published in the years after 2020 and are shown in the PRISMA diagram. The keywords used were "sustainability", "corporate leadership" and "social outcomes".

Results: The analyzed articles demonstrate the exposure of the transformational leadership style as sustainable and provide key elements that characterize such leaders. These building blocks have been collected and will be used for further research.

Organization: The study will provide managers with insights into the key building blocks of their leadership to ensure sustainable practices in the organization.

Society: Implementing sustainability factors in organizations or identifying the key attributes of leaders and leadership styles, also has a positive impact on employees and other stakeholders.

Originality: Due to the focus on the implementation of sustainable practices in the organization in correlation with leadership style, the originality of the research will increase the clarity of the theses explored so far and lay the foundations for further research.

Limitations / further research: We see the limitations of the research conducted as the relatively small amount of published literature covering the actual implementation of sustainable development towards stakeholders, so we have focused on the findings of the impact of integrated sustainability factors. The suggestion for further research is towards empirical validation of the findings on the key building blocks of leadership style for establishing a robust sustainable business development.

Keywords: sustainable development, management style, sustainability, social responsibility

Tadeja Sumrak Vegelj is a PhD student at the Faculty of Organizational Studies in Novo mesto, specializing in Quality Management. She earned her master's degree at the University of Ljubljana, Faculty of Economics. Since 2014 she has been employed at the Nuclear Power Plant Krško Ltd. in the Procurement Department. She has 20 years of work experience in organizational management, business operations, marketing, implementation of new projects, and public procurement. In 2018, she acquired additional qualifications as an Expert in Public Procurement in the Republic of Slovenia.

