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Hero Culture and Silo Mentality: a Systematic Literature Review

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Abstract:

Research Question (RQ): Is there a correlation between hero culture and silo mentality? Which are the potential dysfunctionalities that arise from this "hero-silos" paradigm?

Purpose: We conducted a systematic review of scientific literature in order to gain sights into the "hero-silos" paradigm.

Method: A systematic review of scientific literature was conducted in the following academic search engines: Google Scholar, Scopus, JSTOR, Springer Nature, ScienceDirect, SAGE, Wiley Online Library, Web of Science, and Base (Open Access), as well as Google, ResearchGate.

Results: We detected some emerging patterns that shed light on the correlation between hero culture and silo mentality. We stress that this correlation must be further investigated, as well as conceptualizing the term "hero" in a proper way.

Organization: The research sheds light on how the dynamic hero-silo resembles an iceberg, giving managers tools to make the problem visible and to examine the issue in organizational culture from another perspective.

Society: The findings evidence that the hero-silo mentality is an unconscious phenomenon influencing the work environment negatively. The visibility of this problem helps to increase productivity as well as to elevate the engagement/motivation of the employees.

Originality: The originality of the research is reflected on the initially detected potential correlation among hero culture and silo mentality, as well as dysfunctionalities that arise from this linkage, which have to be furtherly researched.

Limitations / further research: We found a limitation in open access to published academic literature, that could enrich the research. The divergence in the definition of "hero" has been also limitation for conducting research. We suggest further quantitative research on the correlation of hero culture and silo mentality in organizations.

Keywords: hero culture, silo mentality, cross-collaboration, organizational culture, leadership.

1 Introduction

Organizational cultures that heavily reward heroic behavior, prioritizing individual performance over collaboration and teamwork, are prevalent in many workplaces (Denison, 1990, p. 268). However, this culture may hinder positive organizational development and a healthy team identity by assuming that everyone should aspire to be a hero. This can lead to compartmentalization and silo mentality, where different departments or groups within an organization become focused solely on their own goals and do not share information or knowledge with others in the same organization (Tett, 2016). As a result, employees may become more focused on their own success than the success of the organization as a whole, leading to inefficiencies and missed opportunities. While this approach may have worked in the past to a certain extent, the contemporary scenario of the Covid-19 pandemic and the VUCA environment has shown that this silo-hero model is no longer applicable, as it hinders organizational performance (Mangan and Pietroni, 2019).

To shed light on the relationship between hero culture and silo mentality, we conducted a systematic review of scientific literature across various academic search engines. Specifically, our research questions were: Is there a correlation between hero culture and silo mentality? What are the potential dysfunctionalities that arise from this "hero-silos" paradigm? This article presents the findings of our research, which aims to bring attention to the unconscious phenomenon of the "hero-silo" paradigm and its negative influence on the work environment. Our study highlights the need for organizations to move away from this paradigm towards a more collaborative and inclusive culture. By making this phenomenon visible, we hope to contribute to a better understanding of its impact and encourage organizations to take proactive steps towards building a more effective and sustainable workplace culture.

2 Theoretical framework

The impact of hero culture and silo mentality on organizational success and functioning is widely recognized and studied in the fields of organizational and leadership studies. Understanding these phenomena is essential for developing a comprehensive theoretical framework for organizational performance in today's uncertain and complex business environment (Mangan and Lawrence-Pietroni, 2019). In the following sections, we will outline key concepts that can aid in the construction of such a framework.

The prevalent "hero" culture in the corporate world is rooted in a conventional dominant cultural outlook that prioritizes individual performance while downplaying the significance of collaboration and teamwork (Denison, 1990, p. 268). This mindset is closely intertwined with representations of masculinity and the heroic ideal (Ford, 2008).

Some less extreme perspectives suggest that organizations that highlight the hero paradigm and share stories of employee accomplishments can yield positive outcomes. Individual heroes can serve as sources of inspiration, motivation, and innovation (Szabla and Teece, 2021).

Clatworthy (2019) argues that success stories, heroes, and internal rituals can foster frontline employee empowerment. Recognizing their value and heroic status through public recognition and showcasing success stories can be instrumental in motivating and inspiring employees. Similarly, De Chernatony (2010) supports this viewpoint, proposing that regularly sharing stories of heroism through a company's intranet can instill pride among employees and encourage them to strive for greater achievements. By highlighting examples of exceptional performance and celebrating the accomplishments of individuals or teams, organizations can cultivate a passion for success and foster a culture of excellence.

Although there are some perspectives that see value in hero culture, current theories tend to support post-heroic paradigms (de Zulueta, 2015) due to evidence that heroic efforts can lose momentum over time (Steinberg, 2014). Post-heroic approaches view hero culture as a hindrance, as it places undue emphasis on personal accomplishments and individual expertise that stems from Western societies' perception of exceptional performance equating to great leadership (Carayannis, 2020). This mindset can foster negative attitudes towards teamwork, collaboration, and collective efforts. Overreliance on star performers can lead to a lack of institutional knowledge and create a competitive culture that hinders teamwork, collaboration, and communication between units (Tett, 2016). Excessive admiration of individual heroes can also result in an unhealthy dependence on them (Szabla and Teece, 2021). Recognizing the negative effects of hero culture is crucial for promoting collective effort and teamwork in organizations.

The concept of "silo" mentality has been studied and discussed in various fields, including organizational behaviour, management, and psychology. Silo mentality is a cultural phenomenon that arises in organizations when different parts of the organization are divided into departments or units, creating barriers to communication, information sharing, and collaboration. As Neebe (1987 in Cilliers and Greyvenstein, 2012, p. 2) noted, silos can be compared to grain silos, which operate in a rigid and hierarchical manner that is disconnected from other parts of the organization. Silo mentality can negatively impact an organization in several ways, such as hindering innovation, reducing efficiency, and decreasing employee morale. It is therefore important for organizations to recognize and address this issue to ensure effective collaboration and communication across all departments. Tett (2016) argues that silos are a cultural phenomenon that arises from the way we classify and organize the world, while Caseiro and Meneses (2019) define silo mentality as a belief held by individuals or groups within an organization that perpetuates barriers to effective communication, information sharing, and collaboration.

Silos within organizations can take shape both vertically and horizontally. The horizontal dimension of silos arises from the functional configuration of departments within an organization, such as production, sales, marketing, and human resources (Barmyer and Sachseneder, 2013). Meanwhile, the vertical dimension refers to the hierarchical levels within the organization (Stone, 2004). Depending on where they are situated within this hierarchy and

departmental structure, employees may develop different views and attitudes towards others, perpetuating a siloed mentality (Szabla and Teece, 2021:570). This mentality reinforces the fragmentation that exists between departments, which develop their own cultures, work methodologies, goals, values, and time management practices over time (Caseiro and Meneses, 2019). Furthermore, physical environments and organizational architecture can also contribute Meneses to the development of a siloed mindset (Cilliers and Greyvenstein, 2012; Tett, 2016). Overall, silos shape identities and create barriers between individuals or groups that perceive themselves as different from others within the organization.

According to Coutts (2017), a lack of trust between departments or individuals can contribute to the development of a silo mentality within organizations. This mentality creates barriers, compartmentalizes work, generates interprofessional frictions, and leads to stressful situations that reduce motivation, create redundancies, frustrate clients, and hinder problem-solving and project success (Caseiro and Meneses, 2019). As noted by Tett (2016), silo mentality can result in missed opportunities to leverage new models that could drive growth and innovation, ultimately impeding an organization's ability to adapt and thrive in a rapidly changing marketplace.

In summary, both hero culture and silo mentality can have negative effects on organizational performance and effectiveness. As a starting point for our research, we have formulated the following research questions:

- RQ1: Is there a correlation between hero culture and silo mentality?
- RQ2: Which are the potential dysfunctionalities that arise from this "hero-silos" paradigm?

3 Method

We conducted a rigorous and systematic search of the literature on the topic of the hero-silo paradigm in organizations (See Figure 1). Our literature search used specifically two keywords: "hero culture" and "silo mentality", using in the search the symbol "+" between both notions. We utilized multiple scientific databases, including Google Scholar, Scopus, JSTOR, Springer Nature, ScienceDirect, SAGE, Wiley Online Library, Web of Science, and Base (Open Access), as well as Google, ResearchGate and among the references of the found publications (reference mining) in order to find other texts that could be relevant to our study and that we may have missed when searching for literature. We meticulously combed through numerous case studies, empirical studies, and theoretical frameworks to provide a comprehensive analysis of the correlation between "hero culture" and "silo mentality" within organizations.

As it can be seen in Table 1, we were able to identify a comprehensive set of literature. Our research included a diverse range of types of publications, including research articles, reviews, handbooks, conference papers, case studies, books, and book chapters. We placed no restrictions on the age, gender, or nationality of the study participants or authors. By

incorporating a diverse set of publications, our study aimed to provide a comprehensive and nuanced understanding of the relationship between hero culture and silo mentality in organizations.

In the first stage or research we proceed to assess the relevance of these publications setting up evaluation criteria for what would be included or excluded from the literature review. Our selection criteria were designed to identify publications that implied or pointed at a "possible" direct or indirect correlation between hero culture and silo mentality within organizations and their potential implications and consequences. To achieve this, we limited our search to publications from January 2010 to January 2023, in English language only. We excluded duplicated research and non-peer reviewed materials. In cases where multiple publications reported on the same study, we included only the publication with the most comprehensive coverage of the results. Other information that helped us in assessing the value of the findings was the author(s) institution and the impact factor of the publication. Additionally, we excluded research that we did not have full access to for reading. To ensure the relevance of our search results, we also excluded studies that solely focused on the silo mentality without any connection to the hero culture and vice versa.

Figure 1. Research model

Our systematic literature review was conducted through a multi-step process to ensure a comprehensive and rigorous analysis (see Figure 2). In the first place, we proceeded to carry out an effective reading strategy. We initially screened the titles and abstracts. After reading these sections, we determined if the paper was relevant for our research. If the text was relevant, we inscribed it in an excel spreadsheet, if not, we excluded it. In the second stage we superficially review the introduction as well as the results and discussion section, as well as, if necessary, the full content. We read and organized a selection of articles, book chapters, and books in an Excel spreadsheet for analysis and synthesis.

The first ranking enabled us to exclude publications, but also to identify surrounding themes and familiar concepts, as well as "synonyms". In the case of "silo mentality", were identified principally the categories of "units", "departments", "compartments", "fragments", "tribalism", "professions". In the case of "hero culture" this was more difficult since we did not identify many synonyms in the research. Thus, we appealed to the category "individual" and considered of course the limitations of this category. In this sense, here we will make our first methodological consideration. Some authors did not specifically use the concepts mentioned. In cases like these we added the search with the identified synonyms or familiar keywords in the raking.

Table 1. List of reviewed papers through use of exclusion factors

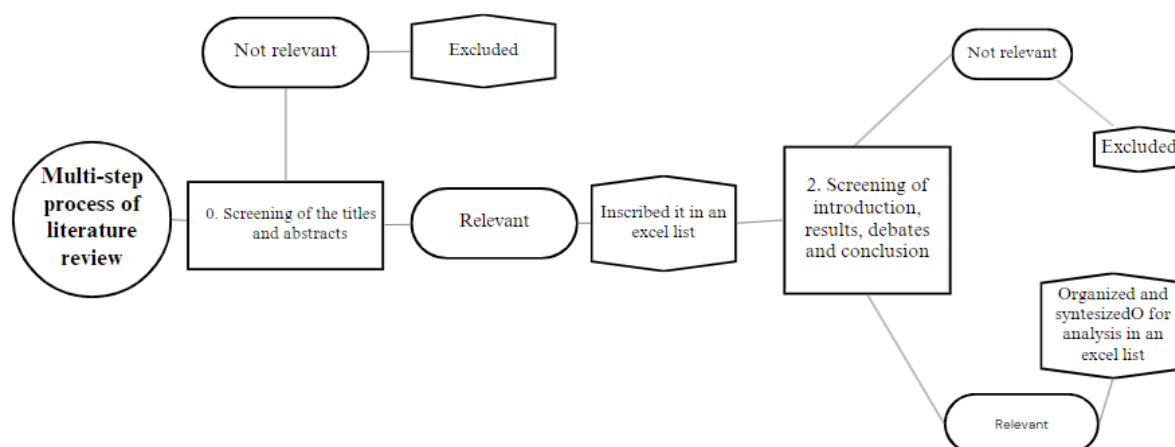| Academic search engine	Search key	Nr. of articles found	Exclusion factors used	Nr. of articles chosen for examination
Google academic	"hero culture" + "silo mentality"	18000	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture; duplicated articles)	9
ProQuest Dissertations & Theses Global	"hero culture" + "silo mentality"	2360	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture)	0
JSTOR	"hero culture" + "silo mentality"	174	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture; duplicated articles)	0
Springer	"hero culture" + "silo mentality"	618	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture, duplicated articles)	1
Scientific & Academic Publishing	"hero culture" + "silo mentality"	0	The content of the article did not match the inclusion criteria (no findings about silo-hero culture)	0
Scientific research	"hero culture" + "silo mentality"	0	The content of the article did not match the inclusion criteria (no findings about silo-hero culture)	0
DOAJ	"hero culture" + "silo mentality"	0	The content of the article did not match the inclusion criteria (no findings about silo-hero culture)	0
SCOPE	"hero culture" + "silo mentality"	62174	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture, duplicated articles)	0
Science Open	"hero culture" + "silo mentality"	0	The content of the article did not match the inclusion criteria (no findings about silo-hero culture)	0
Base (Open Science)	"hero culture" + "silo mentality"	0	The content of the article did not match the inclusion criteria (no findings about silo-hero culture)	0
SAGE	"hero culture" + "silo mentality"	106	The content of the article did not match the inclusion criteria	0
Science Direct	"hero culture" + "silo mentality"	25	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture, duplicated articles)	1
Wiley Online Library	"hero culture" + "silo mentality"	194	The content of the article did not match the inclusion criteria (no correlation with silo-hero culture, duplicated articles)	1
Total				**12**

Figure 2. Multi-step process of literature review model

After this meticulous screening process, we identified twelve publications that met our inclusion criteria, from which we have extracted relevant data from the selected studies (See Table 2).

Finally, in our approach to analysing the literature, we utilized interpretive methodology and semantic analysis to gain a deeper understanding of the concepts and their relationship.

4 Result

To organize our findings, we gathered evidence from various sources that shed light on the topics of hero culture and silo mentality, as well as the effects that can arise from this relationship. Our research has identified relevant studies in healthcare (Alves and Meneses, 2018; de Zulueta, 2015), humanitarian work (Anthes, 2019), business and organizations (Clatworthy, 2019), and other areas. Some studies have approached the issue from a leadership perspective (Horth and Vehar, 2020; de Zulueta, 2015; Rummler and Brache, 2022), organizational culture (Graham *et al.*, 2023) or organizational psychological safety (Dudau and Fischbacher-Smith, 2016). Still, other research has investigated its impact on brand development (de Chernatony, 2010) or the challenges of the silo-hero paradigm in IT organizations (Steinberg, 2014). Anthropological analysis of the silo effect in organizations was also present (Tett, 2016). The 12 results of our findings are organized and summarized in Table 2.

One of our initial findings is that there are no systematic reviews or research studies that specifically examine the link between these two phenomena. Nevertheless, although each of the selected papers may differ in their approach, they all concur that the silo mentality needs to be addressed and transformed, as it can significantly impede organizational performance.

There is not enough comprehensive research that explores the intersection of hero culture and silo mentality. Only 41,66% of the reviewed academic literature, which consists of Horth and Vejar (2012), Rummler and Brache (2012), Steinberg (2014), Tett (2016) and De Zulueta (2015), suggest that there may be a correlation between the two, stressing that heroic culture has indeed been found to be one of the factors that may contribute to the development of silos in organizations.

Table 2. List of selected literature

Author	Title
Anthes (2019)	Institutional Roadblocks to Human Rights Mainstreaming in the FAO: A Tale of Silo Culture in the United Nations System
Alves and Meneses (2018)	Silos mentality in healthcare services
Carayannis (2020)	Encyclopaedia of Creativity, Invention, Innovation and Entrepreneurship
Cilliers and Greyvenstein (2012)	The impact of silo mentality on team identity: an organisational case study : original research
Clatworthy (2019)	The experience-centric organization: How to win through customer experience.
De Chernatony (2010)	From Brand Vision to Brand Evaluation: The Importance of Organisational Culture on Brands
De Zulueta (2015)	Developing compassionate leadership in health care: an integrative review
Dudau and Fischbacher-Smith (2016)	The unsung heroes of welfare collaboration: Complexities around individuals' contribution to effective inter-agency working in LSCBs
Ford, *et al*. (2008)	Gendering Leadership. Leadership as Identity: Constructions and Deconstructions
Graham *et al*. (2023)	Corporate culture: The interview evidence
Horth and Vehar (2012)	Becoming a leader who fosters innovation.
Rummler and Brache (2012)	Improving performance: How to manage the white space on the organization chart.
Steinberg (2014).	Implementing Itsm: From Silos to Services: Transforming the It Organization to an It Service Management Valued Partner
Szabla and Teece (2021)	The Palgrave Handbook of Organizational Change Thinkers
Tett (2016)	"The Silo Effect: The Peril of Expertise and the Promise of Breaking Down Barriers!"

58,33 % of the studies, which consists of De Chernatony (2010), Dudau and Fischbacher-Smith (2016), Alves and Meneses (2018), Anthes (2019), Clatworthy (2019), Graham et al. (2023), and Szabla and Teece (2021), have linked hero culture or silo mentality to larger organizational challenges, either separately or indirectly. However, one particularity stood out among these works that caught our attention: authors such as De Chernatony (2010), Dudau and Fischbacher-Smith (2016), Clatworthy (2019), and Szabla and Teece (2021) emphasize the significance of

hero culture, specifically heroic leadership, as a unifying and motivating strategy that transcends individual departments and aligns them with the mission of the organization or brand. On the other hand, the remaining of the authors focused on the downsides of heroism.

100 % of the reviewed and analysed literature points towards the need to "break down silos" by addressing the prevailing organizational culture and leadership. Ultimately, the authors agree that success of any organizational strategy aimed at breaking down silos depends on strong leadership and a culture that prioritizes collaboration, communication, leadership, and teamwork.

In summary, while the relationship between hero culture and silo mentality is often mentioned in the literature, there has been a lack of systematic investigation into the correlation between the two. Although some studies suggest that they may reinforce each other, none of the literature reviewed has provided evidence that the correlation between them is significant. Nonetheless, certain recurring concepts emerge from both phenomena, suggesting a shared pattern which can be referred to as the hero-silo paradigm (See Figure 3). The literature suggests that hero culture and silo mentality are characterized by individualism, fragmentation, narrow perspective, lack of communication and collaboration, resistance to change, competition, redundancy, and hindered innovation. Furthermore, incentives such as rewarding individual performance with a short-term and narrow perspective can fuel both phenomena, ultimately leading to deterioration in organizational performance.

Table 3. Key findings by reference

Author	Findings
Anthes (2019)	While Anthes does not explicitly connect silo and hero cultures in the context of the FAO, the text suggests that a traditional leadership approach, which emphasizes **individual "heroic" leaders** and a top-down decision-making process, together with the prevailing bureaucratic organizational model, can **reinforce silo thinking**.
Alves and Meneses (2018)	According to Alves and Meneses (2018), the functional and professional divisions within healthcare organizations can create a lack of communication channels and redundancy, leading to a **silo mentality**. This mentality can impede the organization's efficiency, generate conflicts, and frustrate clients. Although the article does not explicitly reference **"hero culture,"** the concept is reflected in the notion of **decentralized management**, where leaders are responsible for their own departments and are focused on driving departmental goals. This reinforces a culture of insufficient cross-functional collaboration, communication, and teamwork.
"Clatworthy (2019)	The book highlights the importance of creating a culture of collaboration and teamwork to provide exceptional customer experiences. **Silos within an organization hinder collaboration and teamwork**, resulting in poor decision-making, low morale, and decreased efficiency and profitability. These silos can develop based on different functions within the organization, leading to rivalries and power struggles. Leaders must champion a transformation towards a more collaborative and cohesive culture using success stories, heroes, and internal rituals to reinforce the desired behaviors and values. **Recognizing and rewarding** these often-**unsung heroes** can motivate and **inspire other employees** to emulate their efforts.

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De Chernatony (2010)	De Chernatony discusses the importance of avoiding silos in brand management, where coordination is crucial. The author **advocates for a hero culture** to connect and overcome barriers, promoting pride at work and stimulating a passion to achieve more.
de Zulueta (2015)	De Zulueta's article discusses the impact of **silo mentality and hero culture within healthcare organizations**, which can impede effective teamwork and communication, leading to duplication of efforts and complicating treatment for patients. The article suggests that healthcare organizations need to **move away from a heroic leadership** approach and towards shared and distributive programs to improve the quality of care for patients.
Dudau and Fischbacher-Smith (2016)	The article emphasizes the significance of collaboration between agencies, organizations, professions, and individuals in the field of welfare of children. Professional silos are common in these hierarchical and rigid organizations, which can hinder effective teamwork due to a lack of understanding, mistrust, and objection to sharing information. The authors highlight the role of **"unsung heroes"** in promoting effective inter-agency collaboration by building relationships, promoting shared goals and objectives, and **fostering a culture of collaboration and shared responsibility.**
Graham et al. (2023)	In the realm of financial performance, silos can impede the development of a cohesive culture. If departments, as for example, the financial department, are not integrated with the rest of the organization, it can harm overall performance. **While they do not see a problem with highlighting individual stories of heroism to build a sense of shared beliefs, they emphasize the importance of fostering a culture of collaboration and teamwork to promote sustainable success.**
Horth and Vehar (2012)	The book discusses, among other issues, the negative impact of silos on innovation processes and cautions against the implementation of "innovation ghettos. Managers play a critical role in breaking down silos and promoting collaboration to drive innovation. The authors warn against the **hero culture often associated with silos**, which can lead to internal competition and complexity. They propose collaborative inquiry and emphasize the **value of team efforts over individual heroes**.
Rummler and Brache (2012)	The authors discuss how **silos in organizations** can hinder overall performance, as individual departments focus on their own goals rather than those of the organization as a whole. This can lead to a **lack of focus on process improvement** and a **reliance on individual or team heroes** to overcome weak processes instead of fixing them.
Steinberg (2014).	According to the author, the **silo mentality remains prevalent in the IT industry**, which can undermine efforts to improve IT service management (ITSM). Individual IT professionals may occasionally achieve success on their own, such **isolated ("heroic") efforts tend to lose momentum over time**. Nevertheless, on the long-term the lack of communication and collaboration among departments and individuals can impede the successful implementation of ITSM practices, which require a focus on delivering IT services as a whole.
Szabla and Teece (2021)	While the book doesn't explicitly draw a connection between hero culture and silo mentality, both concepts are addressed and discussed separately. The authors emphasize the importance of breaking down silos within organizations and adopting a **systemic perspective to achieve effective outcomes**. Regarding hero culture, the book suggests that while individual heroes can inspire and innovate, relying solely on heroic leadership can create an unhealthy dependence on individuals. **True heroism lies in having the strength and humility to tolerate the tensions that arise from collaboration and promote engagement, rather than reinforcing siloed thinking or creating a culture of dependency.**

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Tett (2016)	Tett sheds light on the issues caused by compartmentalization and silos in organizations. Large organizations are often divided into numerous departments that fail to communicate and collaborate, leading to mental and social "ghettos." Tett uses various metaphors to describe this sense of fragmentation, such as "ghettos," "buckets," "tribes," "boxes," and "stovepipes." However, she finds the metaphor of **"silo"** most useful, which **can refer not only to a physical structure or department but also a state of mind**. Regarding the phenomenon of **"hero culture,"** where organizations rely excessively on individual experts to drive innovation, rather than promoting teamwork and collaboration, Tett argues that this can be detrimental to an organization's collective intelligence and lead to a lack of institutional knowledge.

5 Discussion

Hero culture and silo mentality and are distinct concepts. Hero culture is characterized by organizations that highly value individual achievement and heroic acts, sometimes to the detriment of collective effort and teamwork. Heroic culture, characterized by individual initiatives of a select group of experts in pursuit of personal recognition, can contribute to the development of fragmentation and divisions within organizations. Organizational cultures that value isolated efforts, create competition, mistrust, complexity, and stress. Such cultural environments foster isolated teams and poor communication, leading to duplication of effort and hindering successful implementation processes and innovation (Horth and Vehar, 2012; Steinberg, 2014). In addition, knowledge silos hinder the sharing of expertise, resulting in a lack of resource sharing and cross-communication breakdowns (Tett, 2016).

A level of hero discourse can be a positive force in organizations. For example, leaders can champion a transformation towards a more collaborative and cohesive culture using success stories, heroes, and internal rituals to reinforce the desired behaviours and values (Clatworthy, 2019). Often-unsung heroes can motivate and inspire other employees to emulate their efforts. Nevertheless, it should not undermine efforts to dissolve compartmentalization and promote collaboration (Szabla and Teece, 2021).

As highlighted in the methodology section, it is worth drawing attention to the fact that the concept of hero culture within organizational contexts carries various meanings, which, in our case, posed limitations to our research efforts. This observation is based on our literature review, and it calls for greater scrutiny and clarification of the term's usage to facilitate more precise and meaningful investigations in the field. On the other hand, the diverse interpretations and applications of the concept hero culture in the literature, with some authors portraying it as negative and others as a positive strategy, leads as to suggest that a more specific and agreed-upon definition is necessary to accurately capture the phenomenon under investigation. This approach will enable researchers to better understand the concept and avoid confusion or misinterpretation of its meaning.

In regards to silo mentality, the concept refers to a situation where departments or units within an organization work independently, without effective communication or collaboration. Silos, which are commonly observed in hierarchical and inflexible organizations, are linked to traditional management approaches (Dudau and Fischbacher-Smith, 2016; Alves and Meneses, 2018). They can hinder systemic thinking, prevent the development of a comprehensive organizational strategy, and impede overall performance (Rummler and Brache, 2021; Szabla and Teece, 2021; Tett, 2016; Graham et al., 2023). Specialist units that prioritize their own objectives over the organization's goals can cause information bottlenecks, overlooked risks, and limited innovation. Silos may also lead to tunnel vision, mental blindness, and a lack of institutional knowledge (Tett, 2016). Furthermore, functional and professional divisions can create redundancy, insufficient communication channels, and waste resources, ultimately resulting in poor customer service and frustration (Alves and Meneses, 2018; Rummler and Brache, 2012). This siloed mentality can impede efficiency, breed conflicts and power struggles, and negatively affect decision-making, morale, and profitability (Clatworthy, 2019). To achieve a cohesive brand identity and consistent messaging, it is essential to involve the entire brand team, representing different departments, in brand management (De Chernatony, 2010; Clatworthy, 2019). In summary, silos create isolated compartments within an organization, with individual departments developing their own culture, language, and mindset. This can result in a prioritization of departmental goals over the broader organizational objectives, ultimately impeding the organization's growth and success.

The common denominator between hero culture and silo mentality is their emphasis on individualism, where the needs and goals of a specific individual or group take priority over the greater good of the organization as a whole. While hero culture typically involves individual actions or small groups, silo mentality typically occurs on a larger scale, such as within departments or teams.

While a certain level of individual achievement and recognition can be positive for an organization, it is important to strike a balance between this and collective success (Szabla and Teece, 2021). Organizations that prioritize individual achievements at the expense of collaboration and communication risk developing silos that can impede progress, hinder innovation, and damage overall performance. On the other hand, organizations that place too much emphasis on collective success may discourage individual initiative and innovation, leading to stagnation and complacency. Therefore, it is essential for organizations to find a healthy balance that promotes both individual and collective success, a culture of shared responsibility (Dudau and Fischbacher-Smith, 2016), together with breaking down silos and promoting collaboration and communication.

After reviewing the literature, we have observed certain shared patterns and negative impacts of what we have denominated "hero-silo paradigm" on organizational performance (as shown in Figure 3). Silos within an organization can hinder performance by prioritizing individual department goals over the goals of the whole organization. This can lead to a lack of focus on

process improvement and a reliance on individual or team heroes to compensate for weak processes (Rummler and Brache, 2012). Traditional leadership approaches that emphasize individual "heroic" leaders and top-down decision-making, along with bureaucratic organizational models, can reinforce silo thinking (Anthes, 2019, p. 52). As a result, individual accomplishments are prioritized over collective success, incentivizing individuals or teams to prioritize their interests over those of the organization.
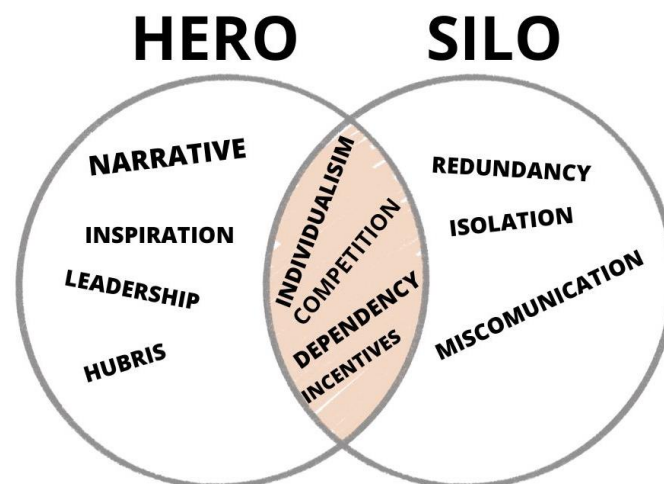

Figure 3. Interconnection between silo mentality and hero culture. Separate and shared patterns.

In summary, although the literature suggests that silo mentality and hero culture can be interconnected and exhibit similar patterns of individualism, isolation, and resistance to change, dependency, competition, we acknowledge that concrete evidence must come from quantitative research, which we plan to conduct in the future to further validate our findings.

6 Conclusion

The process of classification is integral to human culture as it allows us to comprehend the world around us (Tett, 2016). However, it's important to recognize that classifications and categories differ between societies and can be shaped by various factors such as values, beliefs, and experiences, thus highlighting the universality and particularity of human experiences. This awareness can prompt us to re-examine and challenge the normalized understandings of the world, particularly in a rapidly changing and uncertain context. As organizations are composed of individuals with unique cultures, values, beliefs, and rituals, it's crucial for them to shed outdated, individualistic and compartmentalized 19th-century thought patterns (Rummler and Brache, 2019), instead of shifting towards effective communication, cross-collaboration, and leadership strategies that seem better to adapt to current challenges and achieve their objectives.

Informal participant observations in organizations led us to the emergence of two research questions: Is there a correlation between hero culture and silo mentality? What potential dysfunctionalities arise from this "hero-silos" paradigm? To explore this, we conducted a

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thorough review of the existing academic literature. This analysis was aimed at identifying any evidence supporting the presence of isolationism, hubris, and inter-functional resentment resulting from these cultures, and how they can erode solidarity and empathy within organizations. Through this process, we were expecting to challenge our preconceptions and gain a deeper understanding of the issue at hand. The insights gained from our analysis were then interpreted and synthesized to develop a more comprehensive and nuanced perspective on the topic.

Although we conducted a thorough literature review, we did not find any empirical evidence that directly demonstrates the correlation between hero culture and silo mentality in organizations. However, we did identify common denominators that suggest a link between these two phenomena. These shared characteristics include individualism, isolation, narrow perspectives, dependency, lack of communication and collaboration, resistance to change, competition, redundancy, and hindered innovation. These factors may pose challenges or obstacles that organizations need to address in terms of communication, collaboration, and leadership, which could hinder their ability to achieve their goals and objectives. As a result, one of our primary findings is that a quantitative research study is necessary to provide concrete evidence and validate our observations, which we plan to conduct in the future.

An essential discovery of our study is the existence of various interpretations and applications of the hero culture concept in the literature. Some authors view it as a negative attribute, while others see it as a positive strategy. Therefore, we suggest that an agreed-upon and specific definition is necessary to precisely capture the phenomenon under investigation. This approach will aid researchers in gaining a better understanding of the concept, preventing confusion or misinterpretation of its meaning.

To address these issues comprehensively, it is also crucial to consider broader societal factors such as the paradigms of individualism and short-term performance goals that contribute to hero culture and silo mentality. This suggests the need for cross-disciplinary research, as the concept of "hero" and "silo" cultures necessarily involve anthropological insights to deconstruct its meaning, as well as psychological and organizational research. Combining these disciplines can provide a more holistic understanding of the underlying causes and effects of these phenomena and inform strategies for fostering a collaborative and empathetic organizational culture. A comprehensive quantitative study would provide valuable insights into the best practices, strategies, and approaches that organizations can adopt to overcome these challenges and improve their overall performance.

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Povzetek:
Kultura junaka in mentaliteta silosa: sistematični pregled literature

Raziskovalno vprašanje (RV): RV1: Ali obstaja povezava med kulturo junaka in mentaliteto silosa? RV2: Katere so potencialne disfunkcionalnosti, ki izhajajo iz te paradigme "junak-silo"?
Namen: Izvedli smo sistematični pregled znanstvene literature, da bi dobili vpogled v paradigmo "junaki-silosi".
Metoda: Izvedli smo sistematični pregled znanstvene literature v mednarodnih bazah podatkov: Google Scholar, Scopus, JSTOR, Springer Nature, ScienceDirect, SAGE, Wiley Online Library, Web of Science in Base (Open Access) ter Google, ResearchGate.
Rezultati: Ugotovili smo nekaj nastajajočih vzorcev, ki osvetljujejo povezavo med kulturo junaka in silosno miselnostjo. Poudarjamo, da je potrebno navedeno korelacijo dodatno raziskati, prav tako pa tudi ustrezno konceptualizirati izraz "junak".
Organizacija: Raziskava osvetljuje podobnost dinamike junaka in silosa ledeni gori, kar omogoča menedžerjem dodatna orodja, s katerimi lahko identificirajo oba fenomena in ga na takšen način preoblikujejo kulturo orgnizacije.
Družba: Rezultati raziskave kažejo, da je mentaliteta "junak-silo" nezavedni pojav, ki negativno vpliva na delovno okolje. Vidnost tega problema pripomore k večji produktivnosti ter k večji zavzetosti/motivaciji zaposlenih.
Izvirnost: Izvirnost raziskave se kaže v prvotno ugotovljeni potencialni povezanosti med kulturo junaka in mentaliteto silosa ter v disfunkcionalnostih, ki izhajajo iz te povezave in jih je treba dodatno raziskati.
Omejitve / nadaljnje raziskave: Ugotovili smo omejitev pri odprtem dostopu do objavljene znanstvene literature, ki bi lahko obogatila raziskavo. Razhajanja v opredelitvi pojma "junak" so bila prav tako omejitev pri izvajanju raziskave. Predlagamo nadaljnje kvantitativne raziskave o povezavi med kulturo junaka in silobransko miselnostjo v organizacijah.

Ključne besede kultura junaka, mentaliteta silosa, navzkrižno sodelovanje, organizacijska kultura, vodenje.

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Occupational Accidents and Occupational Health and Safety Management Systems ISO 45001:2018 in EU

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Abstract:

Research Question (RQ): Occupational health and safety (OH&S) is an important cornerstone of social development and one of the key elements of modern organizations' operations. Therefore, our primary research question was whether the number of organizations with the ISO 45001:2018-certified OH&S system affects the number of accidents at work in EU member states.

Purpose: The primary purpose of our research was to obtain the answer to our research problem. In addition, the research examined possible correlations between accidents at work, number of employed persons in EU member states and number of organizations certified to ISO 45001:2018.

Method: The analysis was based on the Eurostat data on the number of accidents at work and the number of employed persons in the 27 EU member states, as well as on data of International Organization for Standardization, on the number of organizations certified to ISO 45001:2018 in 2020. The ESAW methodology was applied to calculate the incidence rate and the ISO 45001:2018 certificate rate. Statistical processing of numerical data was done by means of the Minitab software, while the obtained results are shown in bar charts. The set hypotheses were tested by calculating the Spearman's correlation coefficient »r_s« and by regression analysis.

Results: In 2020, 2,738,920 accidents at work were recorded in EU member states, 3,355 of which were fatal. In absolute terms, the highest number of non-fatal accidents was observed in Germany, while the number of fatal accidents was the highest in Italy. The highest incidence rate of non-fatal accidents was recorded in Denmark, while that of fatal accidents was observed in Cyprus. In 2020, there were 30,849 organizations in the EU with the OH&S system certified to ISO 45001:2018, with Italy being the country with the highest number of certificates issued per 100,000 employed persons. It was established that there is a correlation between the number of accidents at work, number of employed persons, number of ISO 45001:2018 certificates, incidence rate and ISO 45001:2018 certificate rate. The main finding of our research is that the number of organizations certified to ISO 45001:2018 does affect the number of accidents at work in EU member states. An increase in the number of certified organizations results in a decrease in the incidence rate.

Organization: The research provides information on the number of accidents at work and the number of issued ISO 45001:2018 certificates in EU member states. However, the major finding for organizations is that by implementing the OH&S management system certified to ISO 45001:2018 they can reduce the number of accidents at work. The results of our research may stimulate non-certified organizations to obtain certification.

Society: The findings of our study can provide a basis for society and, in particular, legislators to strengthen the measures in terms of incentives for organizations to opt for ISO 45001:2018 certification of their OH&S systems, resulting in the reduction of accidents at work.

Originality: The study examined the current 27 EU member states and was based on the latest publicly available Eurostat data on accidents at work in 2020. In terms of exploring the impact of the OH&S management system certified to ISO 45001:2018 on the number of accidents at work, our study is the first of its kind in the EU.

Limitations / further research: The study was limited to the EU area and the latest publicly available Eurostat data on accidents at work in 2020, which were only studied in terms of non-fatal and fatal accidents. It would be useful to extend the study to the geographical area of Europe and to address the industries in which organizations operate. In particular, we suggest that the analysis be

conducted over several consecutive years, which would enable the study of the trend of the effect of the ISO 45001:2018-certified OH&S system on the number of accidents at work.

Keywords: occupational health and safety management system, accidents at work, ISO 45001:2018, incidence rate, European Union.

1 Introduction

Social and economic environment have recently undergone profound changes, and the health and safety of employed persons have become an important cornerstone of social development as they represent an issue that needs to be tackled in the context of global economic development. On the one hand, the economic impact of accidents and risks at work is increasing, while on the other, international human rights are receiving increasing attention. Accordingly, the occupational health and safety (hereinafter referred to as OH&S) issue receives a great deal of public attention since it is a complex social issue that cuts across a number of areas and has therefore attracted increased attention in recent years. The key to managing OH&S is figuring out how to achieve optimal allocation of resource costs and efficient use of resources in the context of specific objectives. But it is the relevant laws, regulations and tools, such as ISO 45001:2018, that are a strong guarantee for improving the OH&S situation. (Chen, Hou, Zhang, & Li, 2020, pp. 1-5)

Economic factors drive the need to improve working conditions, which is a common concern for all organizations. A safe and healthy working environment is an essential element of the quality of work (Coelho, 2018, p. 86). Work safety is an increasingly important issue worldwide, but it is also a relevant and multifaceted problem for organizations, workers and OH&S policy and law makers (Cioni & Savioli, 2016, p. 858). Fierce competition and changes in the market compel organizations to constantly adapt and optimize their processes, while at the same time they put constant pressure on prices of goods and services organizations bring to the market. All this may result in the reduction or abandonment of concern for health and safety of employees as well as in increased accidents at work (Ajmal, Isha, Nordin, & Al-Mekhlafi, 2022, p. 1).

The fourth industrial revolution requires that health and safety of workers adapt to the new economic and business environment (Torrecilla-García, Pardo-Ferreira, Rubio-Romero, Calero-Castro, & Nebro-Mellado, 2021, p. 1). Based on this proposition, the OH&S system has become a fundamental and strategic element of today's business and therefore one of the most important areas of research for organizations because of its direct and indirect benefits to them (Sharma & Mishra, 2021, pp. 1-2). In particular, effective OH&S management is required to ensure both a social and economic sustainability of organizations (De Merich et al., 2018, p. 101).

2   Theoretical framework

The issue of ensuring the safety of workers at work is one of the key elements for the functioning of modern enterprises. Providing workers with safe working conditions positively affects their health and performance at work. The importance of safety at work in the current economic reality is demonstrated by the fact that it is governed both by international and national legal regulations. Legal provisions define the requirements for employers and work standards. Highly developed countries attach great importance to the issues of work safety, and building on best practices, enterprises enlarge the scope of their activities aimed at improving safety in the enterprise. (Malysa & Gajdzik, 2021a, p. 1)

Work accidents and occupational diseases generate concerns in organizations in a global sphere. Although strategies to reduce or eliminate occupational risks and measures of prevention are being increasingly developed worldwide, accidents remain very frequent (Ferrari, Leal, Galdamez, & de Souza, 2020, p. 1). In principle, politicians, the regulatory authorities, employers and employees all agree that nobody should be injured when they are at work. Furthermore, they agree that preventive measures in the field of OH&S are better than corrective actions after accidents. The question then is why we still see so many occupational accidents happening again and again. What do we miss or have not understood about how to avoid these accidents (Jørgensen, 2016, p. 46).

First, it needs to be stressed that it is the organization that is responsible for the occupational health and safety of its employees and other persons who may be affected by its activities. This responsibility also entails the promotion and protection of physical and mental health of employees (ISO, 2018, p. 6). The principal task of the top management should be the creation of the proper safety culture. The promotion of coherent policy in the field of safe work organization and cooperation of employers with employees may contribute to the limitation of workplace accidents or occupational diseases (Małysa, Nowacki, & Lis, 2017, p. 2244). Achieving the highest level of protection of health and safety of workers is a management priority of every organization. Care for the protection of employees' health and safety at work is not only a legal and moral obligation, but also an activity that significantly influences individual and organizational success. The impact of an active role of management in establishing a safety system is reflected in the reduction of work-related injuries (Stefanović, Dobrosavljević, Urošević, & Mladenović-Ranisavljević, 2022, pp. 1850-1855). The management should focus on improving the occupational health and safety management practices and introducing practical measures to increase compliance with safety regulations and reduce the costs of safety and accidents at work (Ajmal, Isha, Nordin, & Al-Mekhlafi, 2022, p. 13).

OH&S management is linked with moral, legislative and business aspects. Moral obligations involve the protection of employees' lives and health. Legal reasons relate to the preventative, punitive and compensatory effects of laws that protect workers' safety. The business aspect of the OH&S management entails a proactive OH&S management that increases employee

commitment, which enhances the internal climate and external reputation, while at the same time reduces accident costs. An important topic of OH&S management is the analysis of accident costs, which is important from societal, workers' and company perspectives. From a worker's perspective, an accident leading to an injury generates pain and suffering and brings negative consequences to their family. For companies, accident costs associated with injuries and work-related ill-health can have negative effects, such as production losses and increased insurance premiums. Occupational health and safety management is a problematic field of analysis, which is linked with moral, ethical, legislative and economic aspects. (Battaglia, Frey, & Passetti, 2014, pp. 354-364)

Work accidents, injuries, and illnesses are serious problems in organizations. Rates show that, despite efforts to contain these events, accidents still happen (Veloso Fracasso, De Souza Libânio, & Gonçalves Amaral, 2022, pp. 257-258). Occupational accidents are primarily a direct threat to the loss of human life and the health of employees. Furthermore, organizations have financial costs to bear in terms of productivity, compensation paid, and workdays lost. In addition, they also face the non-financial cost of occupational accidents, e.g., the psychological trauma of employee absence from work. In the last two decades, investigations of major industrial accidents pointed out the leading factor, i.e., poor safety management. Therefore, attention to occupational accident prevention has been shifted from human and technical errors to catering employees' safety with management practices. In this regard, safety management plays the most significant role in intervening in the caution process of occupational accidents (Ajmal, Isha, Nordin, & Al-Mekhlafi, 2022, p. 1).

The definition of the accident differs across the countries. An occupational accident shall mean a sudden externally caused event related to the performed work resulting in injury or death of a worker (Malysa & Gajdzik, 2021b, p. 166). Accident at work is defined in ESAW (European Statistics on Accidents at Work) methodology as a discrete occurrence in the course of work which leads to physical or mental harm. The phrase »in the course of work« means while engaged in an occupational activity or during the time spent at work. A 'fatal accident' means an accident which leads to the death of a victim within one year of the accident. Non-fatal accident means an accident at work due to which an employee is absent from work at least four calendar days. Non-fatal accident frequently causes harm to the employee and their family, and it may also cause permanent disability, a high number of days lost or even permanent incapacity (European Union, 2013, pp. 5-6).

A more frequent occurrence of non-fatal accidents can provide information on direct causes, which can, in the worst case, result in fatal accidents (Bellamy, 2015, p. 93). It appears that fatal accidents generally involve the working environment and structures, while non-fatal accidents also involve machinery or devices. The most typical unsafe acts among fatal accidents are dangerous working methods, such as conscious or unconscious risk-taking in task execution. The most typical latent condition is inadequate work instructions, which is also the case with non-fatal accidents (Lind, 2008, p. 392).

Accident models and theories in safety and prevention have traditionally treated accidents as all of the same kind. However, the definition of an accident at work has been formulated in many ways throughout history. An analysis of different accident models shows that three elements are always to be found in models; the description of the causes, the events leading up to them and the consequences. The treatment of non-fatal accidents as insignificant and self-evidently present is still too prevalent in organizations, mainly on the basis that such accidents at work are easy to explain, while the consequences of these accidents are injuries with minor consequences. Since these simple accidents are easy to explain once they occur, organizations may also feel that they could have been easily prevented. However, in the case of these so-called simple accidents at work, which are caused by simple hazards that can also result in serious injuries, the root causes of such accidents are very rarely analysed. (Jørgensen, 2016, pp. 46-57)

Considering that an accident at work requires the involvement of objective and subjective causes, whose interaction generates the event, determining the sequence of causes and effects leading to the generation of the accident is a basic element in the equation of prevention (Băncilă-Afrim, Moraru, Cioca, & Băbuț, 2019, p. 19). The two factors of an accident at work are suddenness and external cause. The consequences of an accident at work are damage, harm or loss. There are three versions of the outcome, namely accident equated with the injury, accident equated with the injury and the situation prior to the accident, and the injury that is one of the possible consequences of the accident. Also, the essential differences are observed within the assessment of the accident results, which may include physical injuries of the worker, material damages, production disruptions and the damages to the reputation of the company (Malysa & Gajdzik, 2021b, p. 166). Accidents can be considered to demonstrate unsuccessful safety management and inappropriate supervision, which is considered an organizational factor. As regards unsafe acts, the decision to use unsafe working methods or not to use personal protective equipment is up to the workers (Lind, 2008, p. 932).

Organizations also differ in size, industry, age and geographical location (Črv, 2021a, p. 87). This requires them to regularly review the working environment, assess the risks, implement the necessary measures and then check that the measures taken are having the desired effect. The work must be conducted in collaboration with employees and safety representatives. There must be sufficient knowledge for the work. It must be clear who is to do what. This work shall be included as a natural part of day-to-day activities. A well-functioning systematic OH&S management is expected to lead to risks and shortcomings being discovered before accidents occur or ill health arises (Sjöberg Forssberg, Vänje, & Parding, 2022, p. 1).

A positive OH&S climate in an organization is key to maintaining safety in the workplace. The climate is reflected in how employees perceive safety at work, safety measures, practices and safety behavioral norms. The OH&S climate at individual and group level has been shown to predict employee safety behavior and influence employee motivation for safety. The management's commitment to safety is the most important dimension of the OH&S climate. Its commitment to addressing the OH&S issues is driven by established legal obligations and

stakeholder interest in reducing occupational injuries, reducing occupational diseases and achieving full protection of employees. The OH&S assessment standards were adopted because of the need for an overarching OH&S management system standard on the basis of which the system could be assessed and certified. This is the ISO 45001:2018 standard. (Stefanović, Dobrosavljević, Urošević, & Mladenović-Ranisavljević, 2022, p. 1849)

Safety management in organizations is more than hazard identification; it includes risk analysis to reduce the chances of occupational accidents, planning of safety activities and their effective implementation. Safety training at every level of organization and effective investigation of workplace accidents and near misses play an important role in promotion and facilitation of safety culture. Management should focus on promoting a safety culture, while compliance with safety standards and requirements should be paramount, as it plays a key role in establishing employee attitude towards safety. (Ajmal, Isha, Nordin, & Al-Mekhlafi, 2022, p. 2)

Many organizations around the world are beginning to show an interest in the concept of safety culture as a means to reduce the potential for accidents at work. Safety culture can be defined as shared attitudes and values held by different groups. Safety culture is recognized as an important factor and also represents psychological and behavioral characteristics of organizations, which may result in the success or failure of OH&S practices. Successful implementation of workplace safety practices needs the support of those who have the greatest interest in reducing the hazards of work, namely the potential victims (i.e., the workers) themselves. Government regulations, policies and legislation are not enough to control workplace hazards; therefore, the question arises about what can guarantee a hazard free work environment if statutory regulation alone cannot accomplish this outcome (Claxton, Hosie, & Sharma, 2022, pp. 57-65). Safety culture must be aligned among all organizational spheres and must be subject to continuous training of both management and other employees (Veloso Fracasso, De Souza Libânio, & Gonçalves Amaral, 2022, p. 9). OH&S issues, which also include safety culture issues, can be analyzed mainly from the perspective of risk identification (Cioni & Savioli, 2016, p. 859). OH&S risk management consists of the following steps: identifying hazards and hazardous events, evaluating associated risks, prioritizing risks, selecting techniques or strategies to manage the risks, implementing the selected techniques and strategies, and finally monitoring their effectiveness in order to avoid incidents (García-Gómez, González-Gaya, & Rosales-Prieto, 2020, p. 2).

OH&S can also be defined as the science that recognizes, evaluates, and controls growing risks located or arising from the work area that can affect the health and well-being of workers. One way to avoid accidents and maintain control over the achievement of objectives and goals is through the development and use of indicators. The OH&S indicators evaluate safety measures and diagnose what is out of legal compliance, providing fundamental information for the planning of accident protection and prevention measures. However, it's necessary that the set of OH&S indicators used by the organization is the most appropriate for the company's reality and that its data collection is substantial for the improvement of the organization's OH&S management. An incorrect selection and use of indicators means a waste of time and resources

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for the organization, and, ultimately, a poor safety culture. (Ferrari, Leal, Galdamez, & de Souza, 2020, p. 2)

Occupational safety in individual countries is also determined by the general and specific regulations in force (Malysa, & Gajdzik, 2021b, p. 165). Safety legislation has been growing continuously for the last sixty years, making employers the main ones responsible for their employees' safety (Jørgensen, 2016, p. 46). Legislation and regulations are often seen as the backbone of OH&S management, but on the other hand they also offer advantages for the prevention of risks at work. Despite some limitations, there is undoubtedly a need for OH&S management systems that incorporate regulations and are integrated into the management system of organizations (Ruiz-Frutos, Pinos-Mora, Ortega-Moreno, & Gómez-Salgado, 2019, p. 114). Although each country has its own OH&S requirements, in addition to EU regulation, all countries can use additional systems to improve the situation in this area, such as the use of ISO 18001:2018 (García-Gómez, González-Gaya, & Rosales-Prieto, 2020, p. 15).

International standard ISO 45001:2018 offers guidelines for the standardization of the organization's OH&S system, defining criteria, policies and objectives to be followed. However, for these safety measures to be effective, companies need to maintain control over them. (Ferrari, Leal, Galdamez, & de Souza, 2020, pp. 1)

ISO 45001:2018 specifies the requirements for an occupational health and safety management system, or OH&S system, and provides guidelines for its application, based on ensuring safe and healthy workplaces and the prevention of occupational accidents and ill health. The essential purpose of the OH&S system, besides hazard elimination and risk reduction, is above all to involve workers and their requirements and expectations, as well as the requirements and expectations of other interested parties. An OH&S system that can be implemented in any organization, regardless of its size, type and activity, also helps to meet regulatory requirements and achieve intended results, as it is based on preventive action and continuous improvement within the context in which the organization operates. (ISO, 2022)

ISO 45001:2018 brings a renewed approach by placing the OH&S system at the core of organizational objectives and strategy, encouraging proactive risk management and requiring the maintenance of an effective OH&S system (Karanikas, Weber, Bruschi, & Brown, 2022, p. 1). Thus, one of the solutions that have an impact on improving safety is the use of ISO 45001:2018. The implementation of the OH&S system gives organizations the tools to take on challenges and restrict behaviors that can lead to accidents at work. The aim of the OH&S management system is to control risks that may adversely affect the health and safety of employees. The implementation of the OH&S system allows occupational risk to be maintained at an acceptable level, not only to comply with legal requirements, but also as an element of the assessment of the effectiveness of the OH&S management system (Malysa & Gajdzik, 2021b, p. 165).

Implementing an OH&S system that complies with ISO 45001:2018 enables an organization to manage its OH&S risks and improve its performance in implementing OH&S activities, while helping to meet legal and other stakeholder requirements. The management and maintenance of the OH&S system, its effectiveness, and its ability to deliver the intended results depend on a number of factors, but in particular on the successful integration of the OH&S system into the organization's business processes and its compliance with the organization's legal requirements. Mere adoption of ISO 45001:2018 in each organization will not ensure a reduction in accidents and prevent deterioration in employee health, ensure safe and healthy workplaces and improve OH&S system performance. From the perspective of an occupational accident risk management system, the effective adoption or implementation of the ISO 45001:2018 standard may be understood as a tool that can help an organization to manage these risks. (Brocal, González, Reniers, Cozzani, & Sebastián, 2018, pp. 11-12)

A mere implementation of a management system into an organization's existing business model is very important, as it has an impact on the operational and business performance of the organization, and business performance is one of the key indicators of the organization's activities (Črv & Markič, 2023, p. 235). The implementation of ISO 45001:2018, in particular, supports the organization's efforts to move beyond the focus on individual OH&S components to a better understanding of the whole security domain. This standard addresses the interactions and flow of information in an OH&S system, the functional interdependencies between the elements of the system, the shared responsibility of all those involved, the effects of internal and external factors, and the need to develop the capability of the system to sustain its continuous growth. (Karanikas, Weber, Bruschi, & Brown, 2022, p. 12)

ISO 45001:2018 is a powerful tool that can help organizations control and manage risks, improve working conditions, enable safer and healthier workplaces as well as facilitate safety culture. In addition, ISO 45001:2018 specifies that an organization should implement measures to monitor, analyze and evaluate its OH&S performance, defining what should be measured, what the monitoring methods should be, when the measures should be implemented and when the results should be analyzed. In this way, the organization provides continuous information on the performance of its OH&S system. According to the International Labor Organization, the introduction of ISO 45001:2018, in combination with existing international safety guidelines and other standards, can highlight the strategic importance of OH&S issues in a global context, while providing an opportunity for the management of an organization to take action in the OH&S field and, as a result, implement a more socially responsible vision. Also, ISO 45001:2018 focuses on involving OH&S problems in the decision-making process within organizational management, bringing greater emphasis on the development and use of the OH&S indicators (Ferrari, Leal, Galdamez, & de Souza, 2020, pp. 1-3)

The main objective of ISO 45001:2018 is to prevent OH&S risks, highlighting the process of continuous improvement. The OH&S system is linked to results that generate positive effects when introduced in an organization, impacting both safety and productivity. Thus, the effectiveness and efficiency of the OH&S system become a challenge to corporations that seek

to organize their processes in search for better results. However, as in any other management system, there are margins for obtaining positive and negative results in the OH&S management system according to ISO 9001:2018 as well. (Veloso Fracasso, De Souza Libânio, & Gonçalves Amaral, 2022, pp. 257-258)

Organizations that wish to be competitive in the global market need to meet the demands of an ever-greater number of stakeholders, both internal and external (Črv, 2021b, p. 268). The domain of OH&S must therefore respond to the requirements set by rapid technological development and progress. The OH&S practices have gradually improved over the decades, but there are still many challenges and long-term issues that remain unresolved. New technologies and innovations are rapidly entering the workplace, creating new risks that need to be identified and then managed effectively. Despite increasing knowledge, experience, legislation and standards, technological advances and the automation of many OH&S processes, organizations have still not achieved a significant reduction in the number of occupational accidents and the incidence of occupational diseases (Nicolaidou, Dimopoulos, Varianou-Mikellidou, Boustras, & Mikellides, 2021, p. 1).

The development of safety at work is a multi-step process in the management of an enterprise that has strong behavioral aspects. The key success factors leading to the development of work safety are in accordance with standard ISO 45001:2018 (Malysa & Gajdzik, 2021a, p. 2). On the other hand, accidents at work have economic and social costs, and their occurrence affects the performance of organizations. It is therefore important to develop and implement methods and techniques for the prevention of accidents at work in order to protect the business of organizations. The approach to OH&S management must also consider the technological profile of the organization. In the light of modern concepts of OH&S management, the effective application of technical, organizational, and psychological measures is important for organizations. Technical solutions most often reduce the risk of accidents at work from the outset, organizational measures have an impact on the development of work procedures, while psychological measures focus on employee commitment and their significant influence on the development of a safety culture (Malysa & Gajdzik, 2021b, p. 165).

Based on the theoretical framework findings, our main research question was whether the number of organizations with the ISO 45001:2018-certified OH&S system affects the number of accidents at work in EU member states. The following hypotheses were thus suggested.

Hypothesis 1: »There is a statistically significant correlation between non-fatal and fatal accidents at work. «

Hypothesis 2: »The number of accidents at work depends on the number of persons in employment. «

Hypothesis 3: »The number of ISO 45001:2018 certificates depend on the number of persons in employment. «

Hypothesis 4: »ISO 45001:2018 certificate rate affects the incidence rate. «

3   Method

The last publicly available data on the number of accidents at work reported by Eurostat, the Statistical Office of the European Union, relates to year 2020. Therefore, in addition to this data, data on fatal and non-fatal accidents as well as data on the number of employed persons was taken from the same source and for the same period. Data on the number of ISO 45001:2018 certificates for 2020 was obtained from ISO, the International Organization for Standardization (ISO Survey 2020, 2022). Using this data, an empirical analysis was performed.

Eurostat, the Statistical Office of the European Union, and ISO, the International Organization for Standardization, periodically publish data that has been extracted and processed based on their own validated methods, which are publicly available. By making this information public, they both guarantee their reliability and credibility.

In addition to the absolute values for the number of accidents at work and the number of ISO 45001:2018 certificates awarded, the incidence rate and the ISO 45001:2018 certificate rate were also used in the analysis.

The incidence rate was calculated using equation 1, adapted from the ESAW methodology (ESAW, 2013, p. 16).

$$\text{Incidence rate} = \frac{\substack{\text{number of accidents} \\ \text{(fatal or non} - \text{fatal)}}}{\substack{\text{number of employed persons} \\ \text{in the covered population}}} \times 100,000 \tag{1}$$

Using the same methodology, the ISO 45001:2018 certificate rate was calculated with equation 2.

$$\text{ISO 45001 certificate rate} = \frac{\substack{\text{number of ISO 45001: 2018} \\ \text{standards}}}{\substack{\text{number of employed persons} \\ \text{in the covered population}}} \times 100,000 \tag{2}$$

The existence of a possible statistical correlation between the factors considered in the hypotheses was examined using the Spearman's correlation coefficient "rs", considering a confidence level of 95% and a significance level α at 0.05. The relationship or interaction between the ISO 45001:2018 certificate rate and incidence rate was further tested using regression analysis.

The distribution of accidents at work and ISO 45001:2018 certificates in 2020 by individual EU member states is shown in bar charts.

Statistical processing of numerical data used in the analysis was done by means of the Minitab software version 19.2020.1.

Figure 1 illustrates the research model and the set hypotheses.
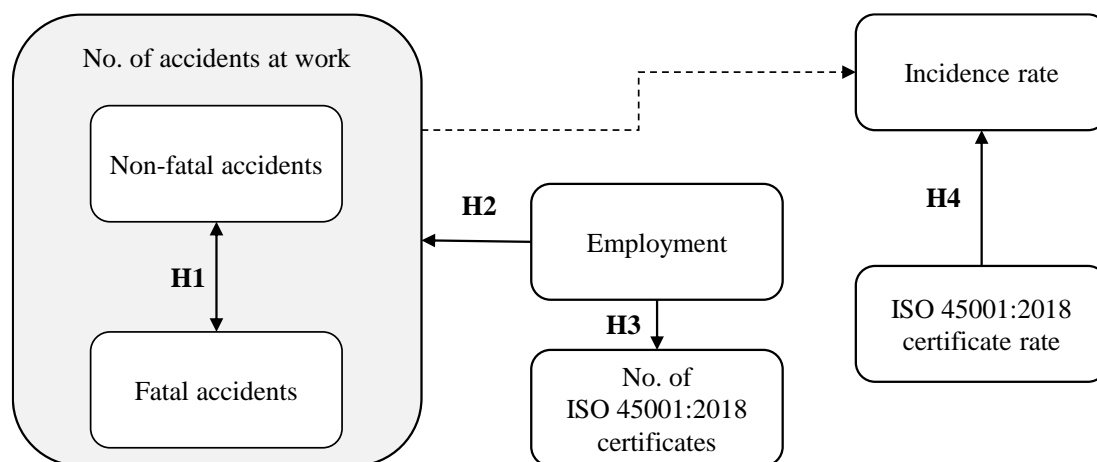

Figure 1. Research model and the set hypotheses.

The sample in our research consisted of current EU member states (the total of 27 countries) as follows: Austria, Belgium, Bulgaria, Croatia, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.

4　Results

4.1 Accidents at work in EU

The Statistical Office of the European Union recorded 2,738,920 accidents at work in 27 EU member states in 2020, 3,355 of which were fatal accidents. Germany was the country with the highest number of non-fatal accidents (766,192), followed by France (623,654), Spain (388,474), Italy (323,683) and Portugal (108,772), while the European average was at 101,317. Other EU countries were below the EU average in terms of the number of non-fatal accidents recorded, while Cyprus recorded the lowest number of non-fatal accidents (1,511). The highest number of fatal accidents was reported in Italy (776), while France (541), Spain (392), Germany (371), Poland (190), Romania (179) and Portugal (131) were also above the EU average (124). Luxembourg and Malta are the leaders among countries with the number of fatal accidents below the EU average, with their numbers being the lowest (7).

Considering individual EU countries in terms of the absolute value of accidents at work would not be optimal, as countries vary considerably in terms of the number of persons in employment. Therefore, the analysis also considered country-specific data on the incidence rate, which was

calculated based on the equation given in the ESAW methodology (equation 1). The incidence rate is defined as the number of accidents at work per 100,000 persons in employment. The incidence rate for non-fatal accidents at work is shown in Figure 2.
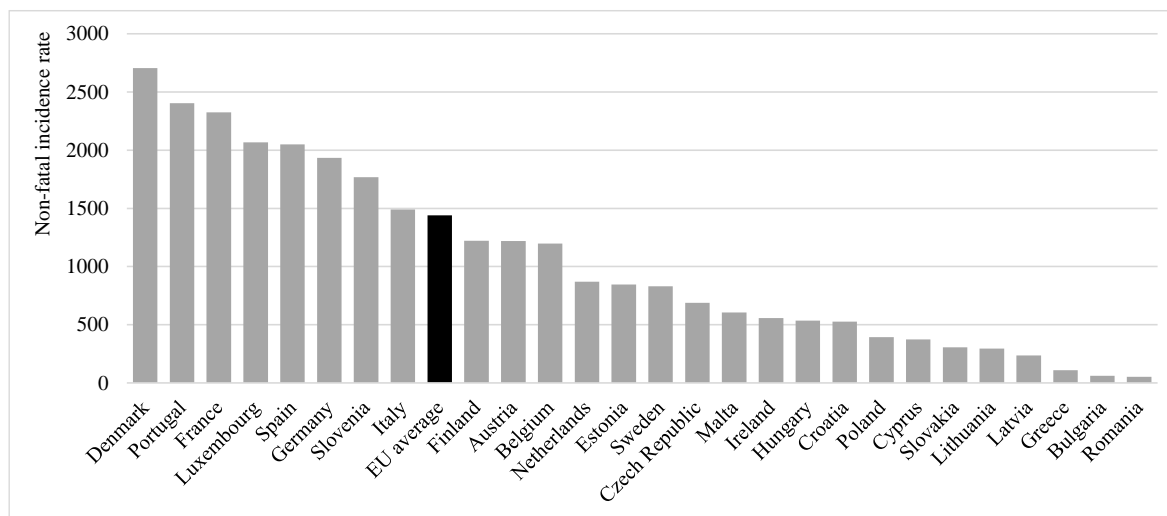

Figure 2. Incidence rate for non-fatal accidents at work.

The highest incidence rate for non-fatal accidents at work was recorded in Denmark (2,705), followed by Portugal (2,404), France (2,324), Luxembourg (2,067), Spain (2,049), Germany (1,934), Slovenia (1,769), Italy (1,490), Finland (1,222), Austria (1,219), Belgium (1,197), the Netherlands (869), Estonia (845), Sweden (830), the Czech Republic (687), Malta (605), Ireland (558), Hungary (536), Croatia (526), Poland (392), Cyprus (373), Slovakia (306), Lithuania (294), Latvia (235), Greece (110), Bulgaria (61) and Romania (52). The incidence rate for non-fatal accidents at work in the EU was 1,439.

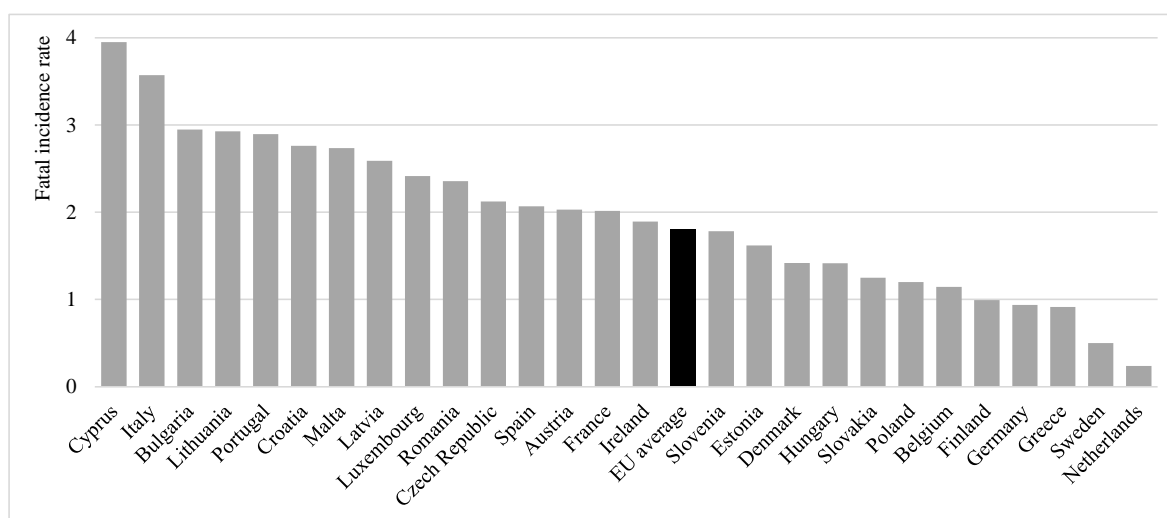The incidence rate for fatal accidents at work is shown in Figure 3.

Figure 3. Incidence rate for fatal accidents at work.

The highest incidence rate for fatal accidents at work was recorded in Cyprus (4.0), followed by Italy (3.6), Bulgaria (2.9), Lithuania (2.9), Portugal (2.9), Croatia (2.8), Malta (2.7), Latvia (2.6), Luxembourg (2.4), Romania (2.4), the Czech Republic (2.1), Spain (2.1), Austria (2.0), France (2.0), Ireland (1.9), Slovenia (1.8), Estonia (1.6), Denmark (1.4), Hungary (1.4), Slovakia (1.2), Poland (1.2), Belgium (1.1), Finland (1.0), Germany (0.9), Greece (0.9), Sweden (0.5) and the Netherlands (0.2). The incidence rate for fatal accidents at work in the EU was 1.8.

The absolute numbers of persons in employment as well as the absolute numbers of combined non-fatal and fatal accidents at work are shown in Figure 4.
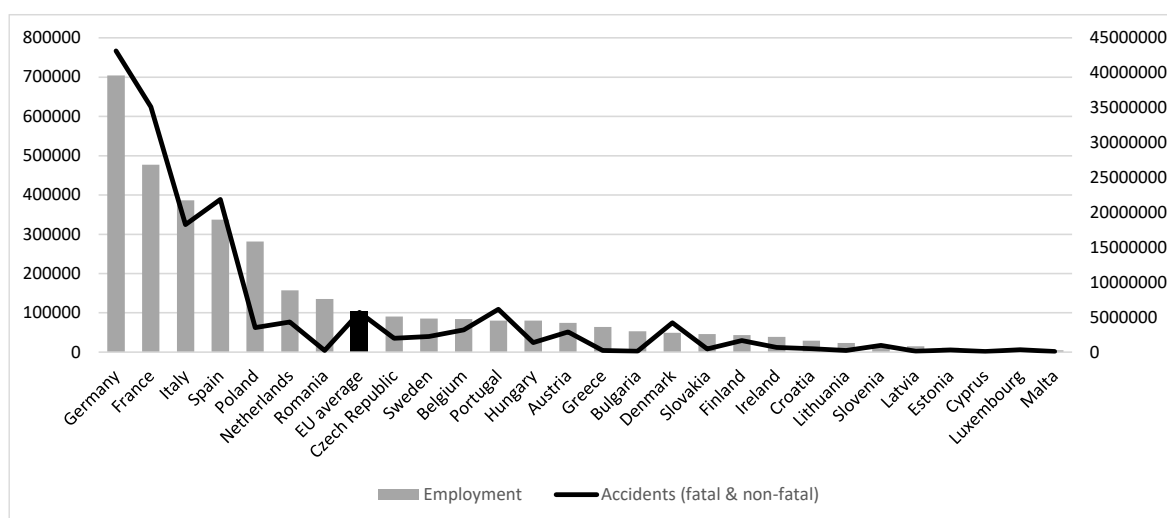

Figure 4. Number of employees and number of accidents at work.

The highest number of persons in employment in 2020 was in Germany (39,621,000), followed by France (26,832,000), Italy (21,721,000), Spain (18,958,000), Poland (15,853,000), the Netherlands (8,849,000) and Romania (7,592,000). These countries were above the EU average of 5,809,418 persons employed. The number of persons in employment in other EU member states was below the EU average and was as follows: the Czech Republic (5,087,000), Sweden (4,805,000), Belgium (4,720,000), Portugal (4,525,000), Hungary (4,519,000), Austria (4,185,000), Greece (3,607,000), Bulgaria (2,985,000), Denmark (2,753,000), Slovakia (2,564,000), Finland (2,420,000), Ireland (2,165,000), Croatia (1,630,000), Lithuania (1,298,000), Slovenia (954,000), Latvia (850,000), Estonia (618,000), Cyprus (405,000), Luxembourg (290,000) and Malta (256,000).

It is evident from Figure 4 that in Italy, which has a higher number of employed persons than Spain, the number of recorded accidents at work is lower. Another such example is Poland versus the Netherlands. The case of Portugal and Hungary is also interesting. In this case, the two countries have roughly the same number of employed persons, but Hungary has a lower number of accidents at work than Portugal.

4.2 ISO 45001:2018 certificates in EU

The International Organization for Standardization (ISO) reported that there were 30,849 organizations in the EU in 2020 that had the OH&S system certified to ISO 45001:2018 (ISO Survey 2020, 2022). The number of ISO 45001:2018-certified organizations by individual EU member states is shown in Figure 5.

Figure 5. The number of ISO 45001:2018-certified organizations in EU.

With 10,230 organizations, Italy was the country with the highest number of ISO 45001:2018 certificates, followed by Spain with 3,420 certificates, a number three times lower than that in Italy. Countries that were above the EU average (1,143 certificates) were as follows: Germany (2,310 certificates), Romania (2,191 certificates), the Czech Republic (1,823 certificates), France (1,385 certificates) and Bulgaria (1,287 certificates). These countries were then followed by Poland (1,141), Slovakia (1,039), Hungary (917), Austria (550), Greece (522), the Netherlands (516), Finland (493), Ireland (462), Sweden (446), Lithuania (418), Portugal (339), Croatia (333), Belgium (308), Estonia (171), Denmark (144), Latvia (141), Slovenia (125), Cyprus (92), Luxembourg (32) and Malta (14).

In our analysis, data on the ISO 45001:2018 certificate rate was also used (equation 2). The ISO 45001:2018 certificate rate provides information on the rate of certificates per 100,000 employed persons and is shown in Figure 6.

Figure 6. ISO 45001:2018 certificate rate.

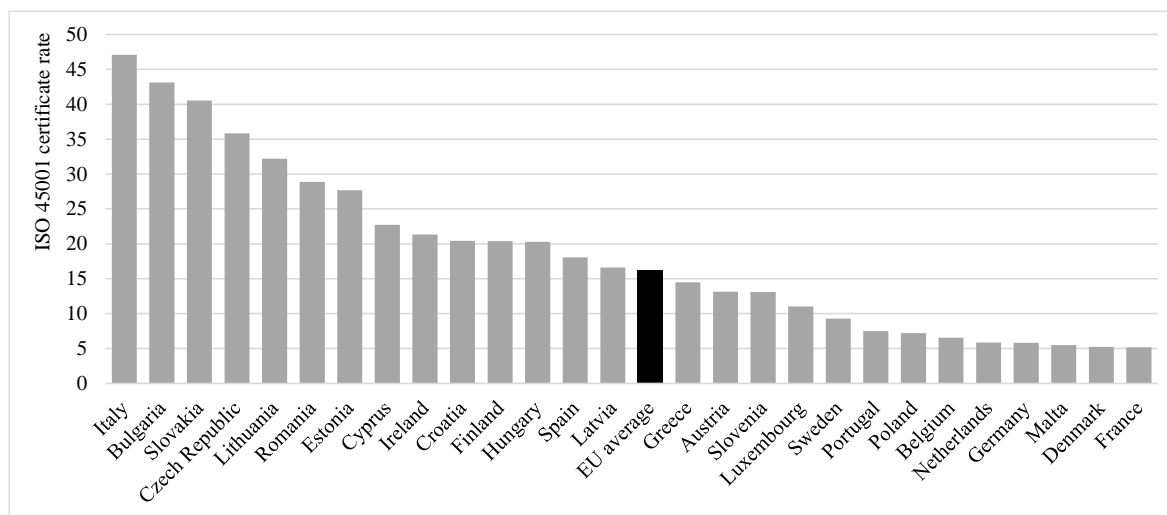Here, too, Italy was at the top among the EU countries with 47 ISO 45001:2018 certificates issued per 100,000 persons in employment. Countries that were above the EU average of 16 certificates were as follows: Bulgaria (43), Slovakia (41), the Czech Republic (36), Lithuania (32), Romania (29), Estonia (28), Cyprus (23), Ireland (21), Croatia (20), Finland (20), Hungary (20), Spain (18) and Latvia (17). The following countries were below the EU average: Greece (14), Austria (13), Slovenia (13), Luxembourg (11), Sweden (9), Portugal (7), Poland (7), Belgium (7), the Netherlands (6), Germany (6), Malta (5), Denmark (5) and France (5).

4.3 Correlation between accidents at work and ISO 45001:2018 certificates

Possible correlations between the factors considered are shown in Table 1.

Table 1. The Spearman's correlation coefficient values for chosen factors

	No. of fatal accidents at work	No. of employed persons	Incidence rate
No. of non-fatal accidents at work	$r_s = \mathbf{0.615}$ $CI = 0.274; 0.819$ $p = 0.001$		
No. of accidents at work		$r_s = \mathbf{0.789}$ $CI = 0.545; 0.910$ $p < 0.001$	
No. of ISO 45001:2018 certificates		$r_s = \mathbf{0.835}$ $CI = 0.629; 0.931$ $p < 0.001$	
ISO 45001:2018 certificate rate			$r_s = \mathbf{- 0,543}$ $CI = 0.777; 0.178$ $p = 0.003$

The Spearman's correlation coefficient »r_s« between the number of non-fatal and fatal accidents at work is 0.615 and has a significant positive value, indicating a strong correlation between the two factors considered.

The correlation coefficient calculated for the interaction between the number of accidents at work and the number of employed persons has an equally significant positive value of 0.789, indicating a strong correlation between the two factors.

The calculated correlation coefficient between the number of ISO 45001:2018 certificates and the number of employed persons amounts to 0.835, reflecting a significant positive value and a very strong correlation between the two discussed factors.

The calculated correlation coefficient between the ISO 45001:2018 certificate rate and the incidence rate is – 0.543, indicating a significant negative value and a moderate correlation between the two factors.

The existence of a possible statistical correlation between the ISO 45001:2018 certificate rate and the incidence rate was examined using the regression analysis, where the independent variable was the ISO 45001:2018 certificate rate, while the incidence rate was the dependent variable.

The results of the regression analysis are given in Table 2.

Table 2. Results of regression analysis for chosen factors

Term	Coefficient	SE coefficient	T value	P value	VIF
Constant	1573	253	6,21	0,000	
ISO 45001:2018 rate	-29.3	-2.58	0,67	0.016	1.00

The p-value of the independent variable, i.e., the ISO 45001:2018 rate, is lower than the default value of statistical significance of 0.05, which means that there is sufficient evidence to conclude that the ISO 45001:2018 certificate rate correlates with the dependent variable, i.e., the incidence rate.

The regression model summary is given in Table 3.

Table 3. Regression model summary

S	R-sq	R-sq(adj)	R-sq(pred)
722.836	21.09%	17.93%	4.45%

R-sq is the percentage of variation in the response that is explained by the model. In our example, R-sq or the percentage of variation in the response explained by the model is 21.09%.

The analysis of variance is summarized in Table 4.

Table 4. Analysis of variance

Source	DF	Adj SS	Adj MS	F value	P value
Regression	1	3491035	3491035	6.68	0.016
ISO 45001:2018 rate	1	3491035	3491035	6.68	0.016
Error	25	13062308	522492		
Total	26	16553343			

The p-value of the independent variable, i.e., the ISO 45001:2018 rate, is lower than the default value of statistical significance of 0.05, which means that it can reasonably be concluded that there is a statistically significant correlation between the ISO 45001:2018 certificate rate and the incidence rate.

The correlation between the independent variable or the ISO 45001:2018 rate and the response in the regression model, represented by the dependent variable or the incidence rate, was formulated in the form of the following regression equation:

$$\text{Incidence rate} = 1573 - 29.3 \times \text{ISO 45001:2018 rate} \qquad (3)$$

5 Discussion

In 2020, 2,735,565 non-fatal accidents at work and 3,355 fatal accidents at work were recorded in EU countries. In almost all sectors, the number of recorded accidents at work dropped in 2020 compared to 2019, except for health care (Eurostat, 2022). In absolute terms, the highest number of non-fatal accidents at work was recorded in Germany (766,192), while the lowest numbers were observed in Cyprus (1,511). The EU average for non-fatal accidents was at 101,317. In the case of fatal accidents, the highest number was recorded in Italy (776), while the lowest in Luxembourg and Malta (7). The EU average was 124 fatal accidents.

To make a more realistic comparison across the EU member states in terms of the incidence of accidents at work, the analysis also considered the incidence rate, which represents the rate of accidents at work per 100,000 persons in employment (Equation 1). EU member states differ in size and population, which also affects the number of people employed, so comparing them in terms of absolute numbers of accidents at work would not be most optimal. Based on the incidence rate, it was established that the highest number of non-fatal accidents at work per 100,000 persons in employment was recorded in Denmark (2,705), while the lowest in Romania (52). The incidence rate for the whole of EU amounted to 1,439 (Figure 2). As regards fatal accidents, the highest incidence rate was observed in Cyprus (4.0), and the lowest in the Netherlands (0.2). The incidence rate for the EU was 1.8 (Figure 3). In addition, the study found that some countries, such as Italy versus Spain, Poland versus the Netherlands, and Denmark versus Bulgaria, have a higher number of employed persons but show a lower number of accidents at work (Figure 4). On the other hand, Portugal (4,525,000) and Hungary (4,519,000), for example, have roughly the same number of employed persons, but Portugal has 4.5-times as many accidents at work as Hungary. Jacinto and Aspinwall (2004, pp. 933 - 936) found in their survey that European countries have different methods and procedures for collecting and

compiling data on occupational accidents, which inevitably poses problems when comparing accident statistics between the EU member states. They also found that there are differences in the legal definition of an accident at work across EU countries, as also agreed by Małysa, Nowacki, and Lis (2017, p. 2244). In this context, one might wonder whether the data on recorded accidents at work in EU countries really reflects the reality of the situation. Finally, Molinero-Ruiz, Pitarque, Fondevila-McDonald, and Martin-Bustamante (2015, p. 72) add thereto that there is great room for improvement in collecting and compiling data on accidents at work.

In 2020, there were 30,849 organizations in the EU that had the OH&S management system certified to ISO 45001:2018 (ISO Survey 2020, 2022). Among these countries, Italian organizations stood out with 10,230 certificates awarded, followed by Spanish organizations with 3,420 certificates. The lowest number of certificates in absolute numbers were owned by organizations in Malta, i.e., 14 certificates. The EU average was 1,143 ISO 45001:2018 certificates (Figure 5).

EU member states differ in size and population, which also affects the number of people employed, so comparing them in terms of absolute numbers of accidents at work would not be most optimal (Olkiewicz, Wolniak, & Skotnicka-Zasadzień, 2019, p. 873). Therefore, for a more realistic comparison, our analysis took into consideration the ISO 45001:2018 certificate rate, representing the rate of certificates per 100,000 employed persons (Equation 2). In terms of certificate rate, the highest rate was observed in Italy (47), followed by Bulgaria (43), Slovakia (41), the Czech Republic (36) and Lithuania (32). The lowest rate was recorded in France (5). The EU certificate rate was 16 ISO 45001:2018 certificates per 100,000 persons in employment.

The set hypotheses were tested using the Spearman's correlation coefficients »r_s« (Table 1).

Hypothesis 1: There is a statistically significant correlation between non-fatal and fatal accidents at work.

The correlation coefficient calculated between the number of non-fatal accidents and fatal accidents at work was 0.615, indicating a significant positive value. This led us to conclude that there is a strong correlation between the two factors (Table 1). Coelho (2018, pp. 93-97) also found in his study a moderate correlation between non-fatal and fatal accidents at work. He further established that fatal accidents at work are two to three orders of magnitude below non-fatal accidents at work, and that in many countries there is one fatal work accident for roughly every thousand non-fatal work accidents. This correlation was also observed by Bellamy (2015, p. 93) who claims that smaller severity more frequent accidents can provide information about the direct and underlying causes of bigger severity more catastrophic accidents. Based on the results obtained, Hypothesis 1 was confirmed.

Hypothesis 2: The number of accidents at work depends on the number of persons in employment.

The calculated correlation coefficient between the number of accidents at work and the number of employed persons was 0.789, showing a strong correlation between the two factors considered (Table 1). As regards this correlation, Cioni and Savioli (2016, p. 859) claim that it can be analyzed through various lenses, including employee profile. However, Valluru, Dekker, and Rae (2017, p. 786) claim that there is evidence suggesting both that the use of subcontractors is increasing and that the accident rates associated with subcontractor employees are higher than those of operator/site owner employees. Finally, Hammond, Bowen, Hallman, and Heaton (2019, p. 506) point to the rapid growth of the aging workforce, which may have a negative impact on the overall OH&S, as well as the number of accidents at work. Based on the calculated correlation coefficient, Hypothesis 2 was confirmed.

Hypothesis 3: The number of ISO 45001:2018 certificates depend on the number of persons in employment.

The correlation coefficient calculated between the number of ISO 45001:2018 certificates and the number of employed persons was 0.835, illustrating a significant positive value. Based thereon, it was established that there is a very strong correlation between the two factors studied (Table 1). ISO 45001:2018 is a powerful tool that can be implemented in any type of organization, regardless of its industry (ISO, 2022), and one that can help organizations improve the safety of their workplaces, and above all, the safety culture (Ferrari, Leal, Galdamez, & de Souza, 2020, pp. 1-3). Based on the very strong correlation found between the number of ISO 45001:2018 certificates and the number of employed persons, Hypothesis 3 was confirmed.

Hypothesis 4: ISO 45001:2018 certificate rate affects the incidence rate.

The calculated correlation coefficient between the ISO 45001:2018 certificate rate and the incidence rate was – 0.543, indicating a significant negative value and a moderate correlation between the two factors observed. The existence of a possible statistical correlation between the two factors was also examined using the regression analysis. It was established that the p-value of the independent variable, i.e., the ISO 45001:2018 rate, was 0.016, which was lower than the default value of statistical significance of 0.05. It is thus reasonable to conclude that there is a statistically significant correlation between the ISO 45001:2018 certificate rate and the incidence rate. Finally, it is also evident from the regression equation for incidence rate, that the incidence rate decreases as the number of organizations certified to ISO 45001:2018 increases (Equation 3). Based on the results obtained, Hypothesis 4 was confirmed.

6 Conclusion

Workplace safety is an increasingly important topic around the world (Cioni & Savioli, 2016, p. 858), and issues relating thereto have been gaining increasing public attention (Chen, Hou, Zhang, & Li, 2020, pp. 1-5), as the issue of ensuring the safety of workers at work is one of the key elements for the functioning of modern enterprises (Malysa & Gajdzik, 2021a, p. 1). One of the effective tools that can have an impact on improving safety in organizations is the

implementation of an OH&S system according to the ISO 45001:2018 standard (Malysa & Gajdzik, 2021b, p. 165).

Our study focused on accidents at work and the OH&S system certified to standard ISO 45001:2018, and our main objective was to answer the main research question of whether the number of organizations with the ISO 45001:2018-certified OH&S system affects the number of accidents at work in EU member states.

Our survey results show that in 2020, 2,738,920 accidents at work were recorded in EU member states. In absolute terms, the highest number of non-fatal accidents at work was observed in Germany (766,192), while the number of fatal accidents was the highest in Italy (776). Since EU member states differ in size and population (Olkiewicz, Wolniak, & Skotnicka-Zasadzień, 2019, p. 873), and organizations operating in these countries also differ in size as well as in the industry in which they operate (Črv, 2021a, p. 87), the study also looked at the incidence rate. Thus, it was established that the highest number of non-fatal accidents at work per 100,000 persons in employment (Figure 2) was recorded in Denmark (2,705), while the highest incidence rate for fatal accidents was observed in Cyprus (4.0). In 2020, there was a total of 190 million persons employed in the EU, most of them in Germany - 39.6 million.

In addition to EU regulation, each of its member states may have its own additional OH&S requirements. Moreover, countries use different tools to reduce accidents at work. One of the most recognizable standardized tools is the OH&S management system certified to ISO 45001:2018 (García-Gómez, González-Gaya, & Rosales-Prieto, 2020, p. 15), the main objective of which is to prevent OH&S risks (Veloso Fracasso, De Souza Libânio, & Gonçalves Amaral, 2022, pp. 257-258), which is, together with an active role of management, reflected in the reduction of accidents at work (Stefanović, Dobrosavljević, Urošević, & Mladenović-Ranisavljević, 2022, pp. 1850-1855). Therefore, in 2020, there were 30,849 organizations in the EU with the OH&S system certified to ISO 45001:2018. Italy was the country that stood out both in terms of the absolute number of certified organizations and in terms of the certificate rate or rather the number of ISO 45001:2018 certificates per 100,000 persons employed (Figures 5 and 6).

In our study, four hypotheses were set and then confirmed based on the obtained results. Thus, it was established that there is a strong positive correlation between the number of non-fatal and fatal accidents at work, as well as between the number of accidents at work and the number of employed persons. There is also a very strong positive correlation between the number of ISO 45001:2018 certificates and the number of employed persons. It was also found that there is a moderate negative correlation between the ISO 45001:2018 certificate rate and the incidence rate (Table 1).

The results of the analysis, which led us to confirm the most important hypothesis 4, answered the main research question. The main finding of our research was thus that the number of organizations certified to the ISO 45001:2018 standard does affect the number of accidents at

work in EU member states (Table 1). This was also confirmed by the regression equation for incidence rate. It is namely evident from the regression equation that an increase in the number of certified organizations results in a decrease of the incidence rate (Equation 3). Ajmal, Isha, Nordin, and Al-Mekhlafi (2022, p. 1) also found that the OH&S management plays a very important role in intervening in the caution process of occupational accidents, while Ajmal, Isha, Nordin, and Al-Mekhlafi (2022, p. 13) also established the existence of a direct impact of the OH&S management on accidents at work. Biswas, Begum, Van Eerd, Smith, and Gignac (2021, p. 1) add that the OH&S system is a tool that supports the health and safety of employees, whereby Małysa, Nowacki, and Lis (2017, p. 2244), find that the cooperation of employees largely contributes to the reduction of accidents at work.

Various studies in the field of OH&S have already been conducted by several researchers, such as Valluru, Dekker, and Rae (2017, p. 785) who examined why subcontractors face different safety challenges when compared with operator/site owner employees. Sjöberg Forssberg, Vänje, and Parding (2022, p. 1) studied the impact of gender on safety at work, while Małysa, Nowacki, & Lis (2017, p. 2244) examined the correlation between the structure of employment and accidents at work. Further, Malysa and Gajdzik (2021, p. 1) investigated the dependence between the number of accidents at work, demographic characteristics (sex, age) and work experience of injured persons, and Coelho (2018, p. 86) studied the dimensions of social and working conditions. No study was discovered that would address the impact of the OH&S management system certified to ISO 45001:2018 on the number of accidents at work; thus, our study is the first of its kind in the EU.

Organizations in EU member states can use our survey to obtain information about non-fatal and fatal accidents at work and the ISO 45001:2018 certifications awarded. The comparison of the incidence rate and certificate rate may be of great interest to them. But what matters most to them is our answer to the main research question. Our findings confirm that the OH&S management system certified to ISO 45001:2018 is a useful tool, reducing the number of accidents at work. This enables organizations to set new policies and goals in this domain and invest in additional resources to ensure that the process of continuous improvement of the OH&S management system works. Moreover, organizations that are not yet ISO 45001:2018 certified will now find it much easier to do so, based on the findings of our survey.

The research was narrowed down to the current 27 EU member states. The last publicly available data on the number of accidents at work was published by the Statistical Office of the European Union for year 2020. Therefore, our study also incorporated data from ISO, the International Organization for Standardization, for the same period. Additionally, accidents at work were only studied in terms of non-fatal and fatal accidents and were not analysed in detail.

Taking into consideration our study and its findings, it would be useful to extend the study to the geographical area of Europe and to also include in its countries that are not members of the EU. We further suggest that the study be expanded in terms of addressing the industries in which organizations operate. In particular, we suggest that the research be repeated and

conducted over several consecutive years, which would enable the study of the trend of the effect of the ISO 45001:2018-certified OH&S system on the number of accidents at work.

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Povzetek:

Nesreče pri delu in sistem vodenja varnosti in zdravja pri delu ISO 45001:2018 v EU

Raziskovalno vprašanje (RV): Zdravje in varnost zaposlenih pri delu (OH&S) je pomemben temelj družbenega razvoja in eden ključnih elementov delovanja sodobnih organizacij, zato je bilo naše glavno raziskovalno vprašanje ali število organizacij s certificiranim sistemom OH&S po standardu ISO 45001:2018 vpliva na število nesreč pri delu v državah članicah EU.
Namen: Glavni namen je bil odgovoriti na raziskovalno vprašanje. Poleg tega pa tudi preučiti obstoj morebitnih povezav med nesrečami pri delu, številom zaposlenih v državah članicah Evropske Unije in številom organizacij, certificiranih po standardu ISO 45001:2018.
Metoda: Analiza je temeljila na podatkih Eurostat o številu nesreč pri delu in številu zaposlenih v 27. državah članicah EU ter mednarodne organizacije za standardizacijo ISO o številu certificiranih organizacijah po standardu ISO 45001:2018 za leto 2020. Za izračun stopnje incidence nesreč pri delu in stopnje certifikatov smo uporabili metodologijo ESAW. Numerične podatke, uporabljene v analizi, smo statistično obdelali z uporabo programske opreme Minitab, pridobljene rezultate smo prikazali s stolpčnimi grafikoni. Zastavljene hipoteze smo preverjali z rezultati izračunov Spearmanovega koeficienta korelacije »r_s« in regresijsko analizo.
Rezultati: V letu 2020 je bilo v državah EU zabeleženih 2,738,920 nesreč pri delu, od tega 3,355 nesreč s smrtnim izidom. V absolutnem številu je bilo največ nesreč brez smrtnega izida zabeleženo v Nemčiji, največ nesreč s smrtnim izidom pa v Italiji. Najvišjo stopnjo incidence za nesreče brez smrtnega izida so zabeležili na Danskem, najvišjo stopnjo incidence za nesreče s smrtnim izidom pa na Cipru. V letu 2020 je bilo v EU 30,849 organizacij s certificiranim sistemom OH&S po standardu ISO 45001:2018, največ v Italiji, ki je izkazala tudi največje število podeljenih certifikatov na

100,000 zaposlenih. Ugotovili smo, da med številom nesreč pri delu, številom zaposlenih, številom ISO 45001:2018 certifikatov, stopnjo incidence in stopnje certifikatov obstajajo povezanosti. Glavna ugotovitev raziskave pa je, da število organizacij, certificiranih po standardu ISO 45001:2018 vpliva na število nesreč pri delu v državah članicah EU. Povečevanje števila certificiranih organizacij ima namreč za posledico zmanjševanje stopnje incidence.

Organizacija: Raziskava podaja informacije o nesrečah pri delu in številu podeljenih certifikatov ISO 45001:2018 v državah EU, medtem, ko je zanje najpomembnejša ugotovitev, da uporaba sistema vodenja OH&S po standardu ISO 45001:2018 zmanjšuje nesreče pri delu. Rezultati naše raziskave lahko spodbudijo tiste organizacije, ki še niso certificirane, da to storijo.

Družba: Ugotovitve naše raziskave so lahko podlaga družbi, predvsem pa zakonodajalcem, da okrepijo ukrepe v smislu spodbud, da bi se organizacije odločale za certifikacijo sistema OH&S po standardu ISO 45001:2018, kar bi imelo pozitiven vpliv na zmanjševanje nesreč pri delu.

Originalnost: Raziskava je obravnavala aktualnih 27 držav članic EU in temeljila na zadnjih javno dostopnih podatkih Eurostat o nesrečah pri delu za leto 2020. Predvsem pa je iz vidika preučevanja vpliva sistema vodenja OH&S po standardu ISO 45001:2018 na nesreče pri delu, naša raziskava prva taka raziskava v EU.

Omejitve/nadaljnje raziskovanje: Raziskava je bila omejena na področje EU in zadnje javno dostopne podatke o nesrečah pri delu Eurostat za leto 2020. Nesreče pri delu smo preučevali le iz stališča nesreč s in brez smrtnega izida in jih nismo podrobneje razčlenjevali. Našo raziskavo bi bilo smiselno razširiti na geografsko področje Evrope ter jo poglobiti v smislu vključitve obravnave dejavnostih, v katerih organizacije delujejo. Predvsem pa predlagamo, da bi v raziskavi obravnavali več zaporednih let, kar bi omogočilo preučevanja trenda vpliva sistema vodenja OH&S po standardu ISO 45001:2018 na nesreče pri delu.

Ključne besede: sistem vodenja varnosti in zdravja pri delu, nesreče pri delu, ISO 45001:2018, stopnja incidence, Evropska Unija.

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Pomen vizije pri doseganju ciljev v organizacijah

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Povzetek:

Raziskovalno vprašanje (RV): Ali je dobra zastavljena vizija ključna za doseganje ciljev organizacije?

Namen: S pomočjo relevantnih referenc smo raziskali spoznanja o pomenu poslanstva, vizije in strategije, v nadaljevanju pa smo se osredotočili v merilo Namen, vizija in strategija modela EFQM 2020.

Metoda: Za analizo je bila uporabljena kvalitativna metoda ter pregled tuje in domače literature in internetnih virov.

Rezultati: Raziskava je pokazala, da je dobro zastavljena vizija ključna za doseganje ciljev v organizacijah, saj usmerja in motivira zaposlene k doseganju ciljev.

Organizacija: Namen, vizija in strategija oblikujejo nadaljnjo pot organizacijskega razvoja, ki prinaša izjemne rezultate ter predstavljajo vodilo za njeno dobro pripravljenost na izzive prihodnosti. pomembno je, da si organizacija zastavi ambiciozno vizijo, ki se bo ujemala s pričakovanji deležnikov.

Družba: Z raziskavo želimo opozoriti, kako pomembno je, da organizacija ustvari ambiciozno vizijo, ki se ujema s pričakovanji deležnikov, saj vključuje svoje deležnike v oblikovanje svojega namena in vizije.

Originalnost: Prispevek k stroki je originalnost raziskave in v tem, da izhaja iz predstavitve prvega merila modela EFQM 2020, Namen, vizija in strategija.

Omejitve/nadaljnje raziskovanje: Raziskava je bila izvedena na podlagi pregledanih referenc z obdelavo enega od meril modela EFQM 2020.

Ključne besede: vizija, poslanstvo, namen, cilji, EFQM model, zaposleni, uspešnost.

1 Uvod

Dandanes je trg zelo poln konkurence in se je zelo težko boriti za obstanek na trgu, zato morajo podjetja nenehno stremeti k izboljšavam in inovacijam, da obstanejo na trgu. Za obstoj na trgu je nujno, da podjetje razdela kaj je njegovo poslanstvo, vizija in strategija in da to poskuša udejanjiti skozi model poslovne odličnosti EFQM. Podjetje, ki ima dobro opredeljeno poslanstvo, vizijo in tudi vrednote bo tako lahko lažje dosegalo konkurenčno prednost, ki pa se

največkrat kaže v kakovosti storitev, ki jih podjetje ponuja, ne smemo pa pozabiti tudi na zadovoljstvo zaposlenih in tudi zadovoljstvu zunanjih porabnikov storitev.

Poslanstvo na nek način opredeljuje smisel obstoja organizacije. Lahko bi rekli, da je jedro oz. srce podjetja in tudi ravnanj zaposlenih. Opredeljuje odgovornost podjetja do zaposlenih, lastnikov, ustanoviteljev, uporabnikov in tudi družbe kot take. Pripomore k motivaciji zaposlenih, spodbuja h kakovostnemu delu, spodbuja vodstvo podjetja k učinkovitemu vodenju in pa tudi pripomore do večjega zaupanja vseh akterjev.

Vizija je temelj v podjetju in prestavlja nekakšno vez med sedanjostjo in prihodnostjo. Podjetje vodi do končnega cilja, saj predstavlja dolgoročni razvoj. Vizija mora biti dosegljiva, podjetju mora predstavljati izziv, biti mora plemenita, izhajati mora iz vsakega zaposlenega. Dobro pa je tudi, da je napisana v sedanjiku, predvsem zaradi psihološkega vidika. Vizija v podjetju ni nujno da je stalnica, lahko se spreminja. (Fortuna, 2003)

Strategija je opredelitev osnovnih in dolgoročnih ciljev podjetja, smeri in pa tudi akcije, ki so potrebni za doseganje ciljev. Pri postavljanju strategije ne smemo samo strmeti v prihodnost, ampak moramo tudi pogledati kaj lahko podjetje dela boljše že danes, da bo doseglo cilj že jutri. Strategija je v bistvu celostna ekonomska odločitev, ki pa jo preučujemo samostojno. Največkrat se v podjetju planira in izvaja več strategih hkrati.

Namen organizacije je pojasnitev zakaj je delo, ki ga opravljajo v pomembno, zagotovitev trajnostne vrednosti za vse njene deležnike ter predstavi okvir v katerem organizacija prevzame odgovornost v katerem deluje. (Model EFQM, 2020, str.12)

Ko je v podjetje vpeljan sistem poslovne odličnosti to odlično vplivala na zaposlene, saj je manj stresa, ker delajo po znanem postopku. Pri tem je nujno, da jih podpira vodstvo podjetja, ki naj bi bilo odprto in sposobno prepoznati vse ovire in jih pravočasno odpraviti.

Glede na zgoraj opisano poslanstvo, vizijo in strategijo bomo s pomočjo literature poskušali odgovoriti na raziskovalno vprašanje ali je namen dobro zastavljenega poslanstva, vizije in strategije v organizacijah ključna za doseganje ciljev?

2   Teoretična izhodišča

Vsako podjetje, organizacija ali pa združenje, ki deluje v okolju se srečuje z določenimi spremenljivkami. Na nekatere od teh spremenljivk podjetje lahko vpliva, na določene spremenljivke pa podjetje nima vpliva. Če želi podjetje biti uspešno tako na lokalni in tudi globalni ravni, mora imeti dobro oblikovano strategijo podjetja, prav tako pa mora imeti opredeljeno tudi poslanstvo in vizijo. Podjetje, ki ima dobro opredeljeno poslanstvo, vizijo in tudi vrednote bo tako lahko lažje dosegalo konkurenčno prednost, ki pa se največkrat kaže v kakovosti storitev, ki jih podjetje ponuja, ne smemo pa pozabiti tudi na zadovoljstvo zaposlenih in tudi zadovoljstvu zunanjih porabnikov storitev.

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Članek / Article

Namen poslanstva, vizije in strategije je ustrezna komunikacija z vsemi zaposlenimi v podjetju. Zelo pomemben dejavnik je predstavitev in posredovanje vrednost, prizadevanj in namen podjetja, na tak način, da bodo zaposleni lahko sprejemali odločitve, ki bodo v skladu in med enim tudi v podporo usmeritvam podjetja. (Meredith & Shafer, 2001, str. 23)

Poslanstvo je osnovni pojem od zgoraj naštetih vrednost, ki so za podjetje pomembni. Na nek način opredeljuje smisel obstoja organizacije. Lahko bi rekli, da je jedro oz. srce podjetja in tudi ravnanj zaposlenih. Opredeljuje odgovornost podjetja do zaposlenih, lastnikov, ustanoviteljev, uporabnikov in tudi družbe kot take. Pripomore k motivaciji zaposlenih, spodbuja h kakovostnemu delu, spodbuja vodstvo podjetja k učinkovitemu vodenju in pa tudi pripomore do večjega zaupanja vseh akterjev. Pomembno je, da so s poslanstvom seznanjene vse osebe v podjetju, saj le-tega tako rekoč uresničujejo vsi zaposleni, na nek način pa jim daje tudi občutek cilja, kar pa je deluje na zaposlene motivacijsko (Habjanič & Ušaj, 2003, str. 21)

Še v prejšnjem stoletju je vizija zadostovala tudi 50 let, danes pa za obstoječa podjetja lahko govorimo o neki dolgoročni viziji, ki običajno traja od 5 do 10 let. Glede na to, kako pa se morajo podjetja nenehno prilagajati in ohranjati konkurenčno prednost, pa je v prihodnosti pričakovati, da se bo ta čas še skrajšal (Fortuna, 2003)

Ko se podjetje odloči, da bo zapisalo vizijo, mora tako pri tem upoštevati le nekaj smernic. Vizija naj bo tako (Hrabar, 2022):
- kratka (nekje do največ 25 besed),
- ambiciozna,
- jasna,
- čustvena in
- močna.

Pri pisanju vizije mora biti optimistično, saj mora biti vizija osredotočena na popolno stanje. Velja za opis predvidene prihodnosti podjetja, predstavlja kakšno to podjetje bo in kaj naj bi počelo. Vizija običajno predstavlja opis, kakšno bo podjetje postalo, ko bo doseglo svoje predvidene cilje. Podjetje lahko uspešno posluje le, če ima vodstvo jasno začrtane slike, kje v poslovnem prostoru naj bi se podjetje nahajalo v prihodnosti. . Vizija podjetja je tista nit,, ki vodi in motivira vodstvo ter svoje zaposlene k doseganju čim boljših rezultatov. (Thompson & Strickland, 2001, str.23)

Thompson & Strickland, 2001, str.23 opredeljujeta tri vidike, ki jih morajo managerji upoštevati pri določanju strateške vizije podjetja:
- najprej je potrebno določiti osnovno poslanstvo podjetja, ki definira glavno dejavnost podjetja in odgovarja na vprašanja kdo smo, kaj delamo in kje smo sedaj,
- na podlagi opredelitve poslanstva je potrebno določiti dolgoročne cilje podjetja oz. odgovoriti na vprašanje, kam gremo ter tudi začrtati strateško pot, ki bo podjetje pripeljala do zastavljenega cilja,

- jasno, s preprostimi izrazi je potrebno strateško vizijo posredovati zaposlenim, kar bo pripomoglo k večji pripadnosti in poenotenju zaposlenih z organizacijo.

Vizija je slika tistega, kar si podjetje želi postati v prihodnosti. Deležniki in snovalci vizije v organizaciji morajo stalno stremeti k novim idejam, ki pa se morajo skladati z organizacijsko strategijo. (Janežič & Pevec, 2021, str. 43)
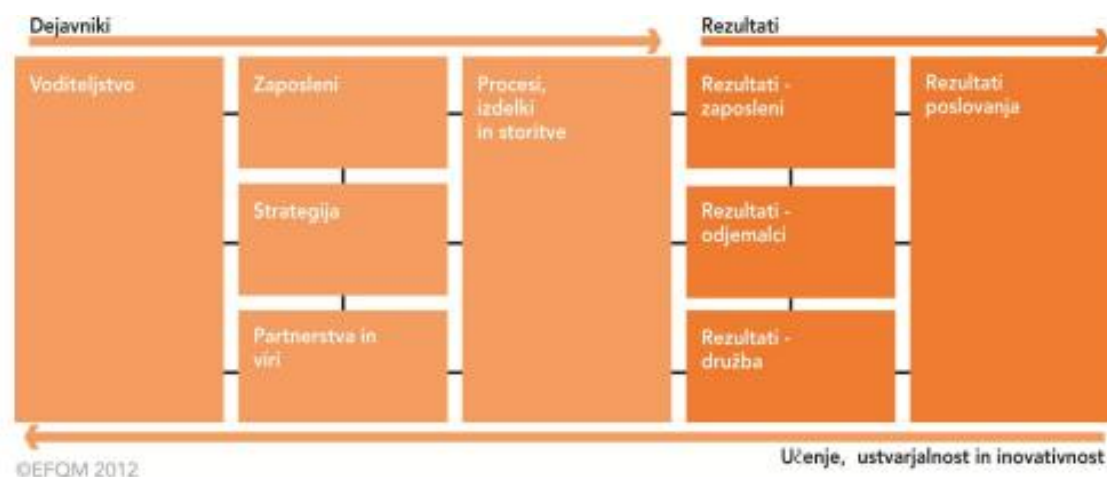
K uspešnosti organizacije pripomore uporaba primernih orodij in standardov, dobro zastavljena vizij in strateški načrt. (Medic, D.& Medic, S.)

Strategija je opredelitev osnovnih in dolgoročnih ciljev podjetja, smeri in pa tudi akcije, ki so potrebni za doseganje ciljev. Pri postavljanju strategije ne smemo samo strmeti v prihodnost, ampak moramo tudi pogledati kaj lahko podjetje dela boljše že danes, da bo doseglo cilj že jutri. Strategija je v bistvu celostna ekonomska odločitev, ki pa jo preučujemo samostojno. Največkrat se v podjetju planira in izvaja več strategih hkrati. Strategije lahko tudi vplivajo ena na drugo. Lahko je sama po sebi neuspešna, kadar pa je le-ta povezana z ostalimi, lahko postane uspešna. Seveda pa se lahko to zgodi tudi v obratni smeri (Rozman, 2012, str. 170)

Namen oblikovanja vizije je zastaviti prihodnost podjetja z namenom razlikovanja podjetja v okolju. Vizija je tudi dejavnik, ki prispeva k motiviranju zaposlenih in prispeva k skupnim ciljem podjetja. Pri oblikovanju vizij ne gre za enkraten dogodek, vendar gre za proces, da se podjetja prilagajajo na izzive okolja. Na tak način zaposlenim, da zaposleni razumejo kakšne cilje ima podjetje. (Gruban, 1998, str. 613) Vizija nam sporoča, zakaj so cilji organizacije pomembni ter jih jasno vodi k doseganju teh ciljev. Vizija je povezava med sedanjostjo in prihodnostjo ter zaposlene usmerja v podjetju do njihovega končnega cilja. (Škrabec, 2019, str.275)
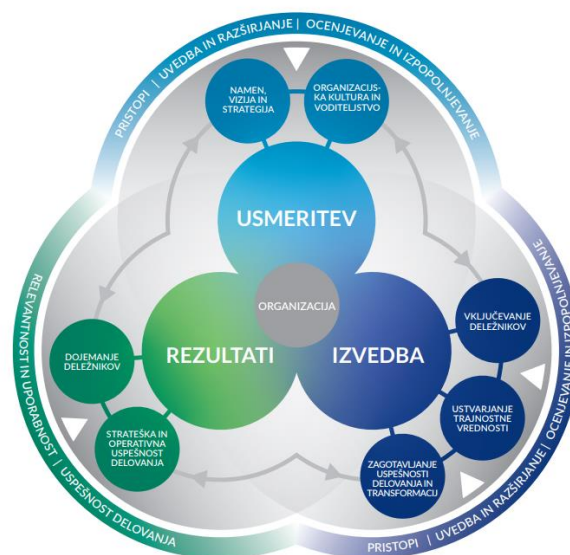
Vsaka organizacija, ki uporablja model odličnosti EFQM razume, da je kot organizacija del večjega in kompleksnejšega ekosistema, kjer ji lahko drugi manj znani ali neznani deležniki pomagajo ali pa celo ovirajo pri njenem napredku. Organizacija se zaveda, da ne deluje v vakuumu. Prav tako vsaka organizacija izkorišča priložnosti, da deluje kot vodja na svojem vplivnem območju in s tem dokazuje, kaj se lahko doseže tako v korist ostalih kot v svojo korist. Organizacija mora biti pripravljena, da predvidi in razume, da se bo soočala s spremembami, ki bodo lahko hitre in obsežne. Spremembe bo morala obravnavati in se nanje pravočasno primerno odzvati. Organizacija mora že danes sprejeti izziv delovanja sprememb, jih predvideti v prihodnosti in se nanje ustrezno pripraviti. (SPIRIT Slovenija, javna agencija, 2019, str. 9)

Slika 1 prikazuje Model odličnosti EFQM

Slika 1. Model odličnosti EFQM. *Model poslovne odličnosti EFQM*. Povzeto iz »Pregled modela odličnosti EFQM«, po EFQM, 2012, str. 4.

V nadaljevanju smo se usmerili na vizijo po modelu EFQM 2020. Za doseganje trajnega uspeha potrebujejo podjetja zelo močno vodstvo ter jasno strateško usmeritev. Za zagotavljanje dodatne vrednosti izdelkom ter storitvam za odjemalce je potrebno razviti in izboljšati partnerstva, zaposlene in procese. Če so v organizacijah zelo dobro izvedeni pravi pristopi, dodo doseženi rezultati, ki jih interesirane skupine tudi pričakujejo. (EFQM, 2020, str. 4)

Slika 2. Model EFQM (Model EFQM, 2020, str. 8

Model EFQM 2020 organizacijam pomaga obvladovati spremembe, ki jih prinaša okolje v katerem deluje ter jim pomaga izboljševati uspešnost njenega delovanja. Skozi leta je bil model deležen kar nekaj izboljšav in predstavlja pomemben dejavnik delovanja za organizacijo, saj lahko z modelom EFQM organizacije dosegajo dolgoročno in trajno prihodnost. Model EFQM

je osredotočen na operativno uspešnost in usklajenost ambicij organizacij za prihodnost glede na njen trenuten način delovanja in odzive organizacije na izzive okolja. (Model EFQM 2020)

V modelu EFQM rdečo nit predstavlja povezava med namenom in strategijo organizacije in na kakšen način je ta uporabljena za ustvarjanje trajnostne vrednosti, ki se tiče njenih najpomembnejših deležnikov in za doseganje najboljših rezultatov. (Model EFQM 2020)

Model EFQM 2020 delimo na tri glavne značilnosti modela in njihova merila (Model EFQM 2020):

- **Usmeritev**

Sama določitev usmeritve organizacijo pripravi nadaljnjo pot, ki želi biti vodilna in dobro pripravljena za uresničitev načrtov za prihodnost. Usmeritev ima dva merila. *Prvo merilo* je Namen, vizija in strategija, ki je v nadaljevanju članka opisan bolj podrobno.

Drugo merilo je organizacijska kultura in voditeljstvo. Organizacijska kultura je zbirka vrednost in norm, ki so skupne vsem zaposlenim v organizaciji, ki vplivajo na način, kako funkcionirajo v medsebojnih odnosih in odnosih s ključnimi deležniki izven organizacije. Voditeljstvo se opredeljuje na celotno organizacijo in ne gre več samo za pogled, da vodenje pomeni samo obvladovanje organizacije s strani vodilnih.

Organizacijska kultura in voditeljstvo delimo še na pod merila:
- usmerjanje kulture organizacije in negovanje vrednost,
- ustvarjanje pogojev za uresničitev sprememb,
- omogočanje ustvarjalnosti in inovativnosti in
- poenotenje in vključitev za uresničitev namena, vizije in strategije.

- **Izvedba**

Izvedba vključuje tri merila:

- *tretje merilo Vključevanje deležnikov:* organizacija ugotovi, katere so njeni najpomembnejši deležniki in pri katerem je verjetno, da bo v sodelovanju z njimi uporabila do neke mere podobna načela. Merilo delimo še na pet pod meril in sicer Odjemalci: Gradnja trajnostnih odnosov, Zaposleni: Privabljanje, vključevanje, razvoj in zadržanje kadra, Poslovni in regulatorni ter ostali institucionalni deležniki: Zagotavljanje in ohranjanje stalne podpore, Družba: Prispevanje k njenemu razvoju, dobremu počutju in blaginji ter zadnje pod merilo Partnerji in dobavitelji: Gradnja odnosov in zagotavljanje podpore za ustvarjanje trajnostne vrednosti.
- *Četrto merilo Ustvarjanje trajnostne vrednosti:* Organizacija se zaveda, da je za njen dolgoročni uspeh ter finančno moč potrebno ustvarjanje trajnostne vrednosti. Pod merila: Snovanje vrednosti in načina njenega ustvarjanja, komuniciranje in prodajanje

vrednosti, Zagotavljanje vrednosti ter zadnje pod merilo Opredelitev in doseganje celostne izkušnje.

- *Peto merilo Zagotavljanje uspešnosti delovanja in transformacij*. Govori o tem, da bi organizacija postala in tudi ostala uspešna. Najpomembnejša naloga je, da organizacija deluje dobro danes ter so ob enem pripravlja tudi na prihodnost. Peto merilo zajema še pet pod meril: Obvladovanje uspešnosti delovanja in tveganj, Transformacija organizacije za prihodnost, Spodbujanje inovacij in uporaba tehnologije, izkoriščanje podatkov, informacij in znanja ter Obvladovanje sredstev in virov.

- **Rezultati**

Vse kar je organizacija dosegla na nivojih predhodnih meril, se v praksi ugotavlja, da vse dobre organizacije zbirajo in uporabljajo podatke o rezultatih.

- *šesto merilo Dojemanje deležnikov:* Merilo je usmerjeno v rezultate, ki jih organizacije pridobijo iz povratnih informacij deležnikov. Povratna informacija govori o osebnih izkušnjah deležnikov z organizacijo.
- *Sedmo merilo Strateška in operativna uspešnost delovanja:* Merilo je fokusirano na rezultate, ki so povezani z uspešnostjo organizacije v smislu njene sposobnosti, da doseže svoj namen, da organizacija uresniči strategijo ter ustvari trajnostno vrednost in njene pripravljenosti na prihodnost.

V modelu odličnosti EFQM je bilo pod točko 2 Strategija opisano, da odlične organizacije uresničujejo svoje poslanstvo in vizijo z razvijanjem strategije, ki je ciljno usmerjena na deležnike. V modelu EFQM 2020 pa opazimo, da je usmerjeno v namen, vizijo in strategijo.

Namen organizacije po modelu EFQM 2020 pojasni, zakaj je njeno delo pomembno, si postavi temelje za ustvarjanje in zagotavljanje trajne vrednosti za svoje deležnike, predstavlja okvir, znotraj katerega lahko organizacija prevzame odgovornost za svoj prispevek ter vpliv v ekosistem v katerem organizacija deluje. (Model EFQM, 2020, str. 12)

Za ohranjanje in doseganje izjemnih rezultatov mora organizacija določiti navdihujoč namen, ustvariti ambiciozno vizijo in razviti strategijo, katera je usmerjena v ustvarjanje trajne vrednosti ter zgraditi zmagovalno kulturo. (Model EFQM, 2020, str.10)

Da organizacije dosega dobre rezultate je potrebno upoštevati sledeče smernice modela EFQM (Model EFQM, 2020, str. 13):

- **Opredelitev namena in vizije**

Pomembno je, da si organizacija zaveda, kako je pomembno, da je njen namen prepoznan kot gonilna sila dobrega v ekosistemu. Organizacije morajo opredeliti namen, ki predstavlja navdihujoč motiv za pomen in vrednost njenega dela ter je privlačen za vse njene deležnike.

Na podlagi namena ustvarijo vizijo, ki se mora ujemati s pričakovanji deležnikov, katere tudi vključuje v opredelitev, oblikovanje in sporočanje svojega namena in vizije.

- **Prepoznavanje in razumevanje potreb deležnikov**

Organizacija opredeli deležnike znotraj svojega ekosistema ter daje prednost vsem, ki jih prepozna kot ključne deležnike. Pomembno je, da razume, kako njen namen in vizija vplivata na ključne deležnike ter prepozna njihove potrebe in pričakovanja. Preučuje in razume kompetemce in strategije ključnih deležnikov ter se primerno odziva glede na njihov vpliv na njen namen, vizijo, strategijo in poslovni model

- **Razumevanje ekosistema, lastnih sposobnosti in glavnih izzivov**

Analizira različne scenarije ter se ustrezno odziva na učinke, ki bi jih ti lahko imeli na namen, vizijo in strategijo organizacije. Poznati mora potencial sedanjih sposobnosti in razvija pristope za optimizacijo vpliva, ki ga imajo te sposobnosti na namen, vizijo, strategijo in rezultate organizacije. Pomembno je da preučuje sedanjo in prihodnjo dinamiko trgov ter njihove možne vplive, ki bi lahko vplivali na namen, vizijo in strategijo organizacije.

- **Razvoj strategije**

Organizacija razvija strategijo in z njo nabor medsebojnih povezanih strateških prioritet, s katerimi se lahko spopade z vsakim ugotovljenim izzivom. Strategijo in strateške prioritete pretvori v cilje uspešnosti delovanja in pobude za transformacijo. Ključne deležnike vključuje v razvoj strategije in s tem spodbuja njihovo zavzetost, uvajanje, uresničevanje in komunikacijo. Razvija poslovne modele kateri so v skladu z njenim namenom, vizijo in strategijo. Potrebno je še, da posodablja in prilagaja strateške prioritete in da pri tem upoštevajo tržne trende, socialna omrežja, notranje učenje ter informacije s strani ključnih deležnikov.
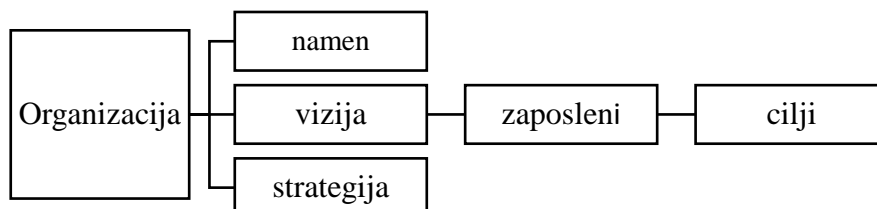
- **Zasnova in vpeljava upravljanja ter sistema obvladovanja uspešnosti delovanja**

Organizacije snujejo in vpeljujejo sistem upravljanja in obvladovanja uspešnosti delovanja, ki pa mora biti skladen z njenimi prizadevanji, ki upošteva strategijo, dogajanje v ekosistemu, njene sposobnosti in izzive. Organizacija vzpostavi takšno strukturo upravljanja, ki glavnim deležnikom omogoča, da prispevajo k strategiji in sprejemajo odločitev.

Če želi podjetje postati konkurenčno in biti sposobna sprejemati izzive okolja in današnjega časa je nujno potrebno, da ima dobro zastavljeno vizijo. Vizija predstavlja opis, kakšna naj bi organizacija postala, ter kako bo dosegala svoje cilje. Vsi, ki so prisotni pri oblikovanju vizije, morajo biti nenehno osredotočeni in motivirani k novim idejam, ki pa morajo biti skladne z organizacijsko strategijo. Pomembno je tudi, da na podlagi namena ustvarijo vizijo, ki se sicer lahko spreminja, vendar se pa mora skladati s pričakovanji deležnikov.

3 Metoda

Za raziskavo in analizo namena, vizije, strategije in modela EFQM 2020 smo uporabili kvalitativno metodo zbiranja podatkov, ki smo jo izvedli s pregledom tuje in domače literature, ter magistrskih nalog s tega področja. Na sliki 4 je prikazan teoretičen model raziskave, kjer so predstavljeni ključni dejavniki za trajno doseganje odličnih ciljev organizacij.

Slika 3. Teoretični model raziskave glede na prvo merilo modela EFQM 2020 s poudarkom na namenu, viziji in strategiji

Model raziskave na sliki 3, ponazarja, da mora imeti vsaka organizacija dobro zastavljen namen, vizijo in strategijo. Za uspešnost organizacije je v prvi vrsti najbolj odgovorno vodstvo, zato imajo glavno vlogo pri ustvarjanju vizije. Vodstvo mora zastaviti tako vizijo, ki bo predstavljala privlačno in želeno prihodnost organizacije. Vodstvo, ki predstavi vizijo in jo nato oblikujejo še z ostalimi zaposlenimi v organizaciji bo resnično postala »prava vizija« vseh zaposlenih. Zaposleni bodo čutili pripadnost, motiviranost in zadovoljstvo. Tako bo organizacija produktivna, dosegala cilje in dobre rezultate.

Iskanje virov na temo Pomen vizije pri doseganju ciljev v organizacijah je potekalo v digitalni knjižnici FOŠ, google ter google učenjaku. Pri iskanju virov smo uporabili ključne besede, ki so prikazane v tabeli 1. Uporabili smo tudi domače in tuje reference s seznamom avtorjev in njihovih strokovnih del s področja obravnavane teme, ki so navedeni v tabeli 2.

Tabela 1. Pomembne ključne besede

Ključne besede iskanja v slovenskem jeziku	Ključne besede iskanja v angleškem jeziku
EFQM model	EFQM model
Poslanstvo	Mission
Vizija	Vision
Organizacija	Organization
Namen	Purpose
Zaposleni	Employees

Seznam zbranih ter pregledanih referenc je zavedena v tabeli 2.

Tabela 2. Seznam uporabljenih referenc

Avtor	Naslov
Abram, A. (2008)	Analiza modelov učeče se organizacije in možnosti aplikacije v proizvodno podjetje.
Fortuna, M. (2013)	Model projektnega izvajanja strategij in poslovanja v založništvu (Magistrsko delo).
Gruban, B. (1998)	Kaj je vizija podjetja?Vizija organizacij: poslovni evangeliji, navigacijski simboli ali strateško izhodišče.
Model EFQM 2020	Pregled modela odličnosti EFQM
Hrabar, D. (2022)	Kako napisati navdihujočo vizijo podjetja
Janežič, D. & Pevec, E. (2021).	Vodenje z vizijo, navdihom in integriteto
Medic, D.& Medic, S. (2021)	Trajno doseganje izvrstnih rezultatov
Meredith,J & Shafer, S. (2001)	Operations Management for MBAs, Second Edition
Lešnik Musek, K. (2008)	Vrednote, poslanstvo in vizija podjetja: organizacijske vrednote, poslanstvo in vizija podjetja kot jedrni element strateškega managmenta.
Lešnik Musek, K. (2012)	Pomen definiranja razvoja kakovosti lastne organizacije-vrednote, poslanstvo, vizija
Peršič, A. (2014)	Vpliv modela odličnosti družbeno odgovornega managmenta na poslovno uspešnost
Rozman, R. (2012)	Management
SPIRIT Slovenija, javna agencija (2019)	Model odličnosti EFQM
Stadler, K. (2009)	Značilnosti vizije, poslanstva in strateških ciljev v izbranih slovenskih in tujih podjetjih
Škrabec, N. (2019)	Model vodenja z vizijo, navdihom in intergriteto.
Thompson, A. & Strickland, A.J. (2001)	Crafting and Executing Strategy (12th ed.).

4 Rezultati in razprava

4.1 Kratek opis rezultatov

Skozi študijo referenc različnih avtorjev, smo v tabeli 3 povzeli ugotovitve iz analiziranih referenc na temo vizija.

Tabela 3. Pregled referenc na temo vizija.

Avtor (letnica)	Ključne ugotovitve
Abram, A. (2008)	Najvišje vodstvo v organizaciji mora biti predano učenju in potrebno je, da se zavedajo, da je **ključ za doseganje konkurenčnosti oblikovati privlačno vizijo, ki jo zaposleni sprejmejo za svojo** in jih navdaja z željo po uspešnem medsebojnem sodelovanju
Fortuna, M. (2013)	Vizija **mora biti dosegljiva, podjetju mora predstavljati izziv, biti mora plemenita, izhajati mora iz vsakega zaposlenega.**
Gruban, B. (1998)	Vizija je tudi dejavnik, ki **prispeva k motiviranju zaposlenih in prispeva k skupnim ciljem podjetja.**
Hrabar, D. (2022)	Vizija naj bo **kratka, ambiciozna, jasna, čustvena in močna.**
Janežič, D.&Pevec, E. (2021)	Vizija **je slika tistega, kar si podjetje želi postati v prihodnosti**

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Marec / March 2023, leto / year 12, številka / number 1, str. / pp. 43–58.

Članek / Article

Lešnik Musek, K. (2012)	**Vizija je glavno orodje, ki naredi povezavo med načrtovanjem in upravljanjem sprememb, ki so nujne potrebne, da podjetja dosežejo zastavljene cilje.**
Lešnik Musek, K. (2008)	je psiholog, ki se ukvarja z vodenjem in vedenjem ljudi v organizacijah **pravi, da so poslanstvo, vizija in vrednote močna in uporabna orodja za doseganje, zagotavljanje ter ohranjanje konkurenčnosti ter kakovosti.**
Medic, D.&Medic, S. (2021)	**K uspešnosti organizacije pripomore uporaba primernih orodij in standardov, dobro zastavljena vizij in strateški načrt**
Meredith, J & Shafer, S. (2001)	Namen poslanstva, vizije in strategije **je ustrezna komunikacija z vsemi zaposlenimi v podjetju.**
Model odličnosti EFQM	**odlične organizacije uresničujejo svoje poslanstvo in vizijo z razvijanjem strategije, ki je ciljno usmerjena na deležnike.**
Model EFQM 2020	**Prepoznan namen, opredeli namen, ustvari ambiciozno vizijo, sporočanje namena in vizije, za uresničitev svoje vizije doseči izjemno in trajno raven uspešnosti delovanja.**
Peršič, A. (2014)	Z raziskavo so potrdili, da organizacije, ki imajo **lastno vizijo in strategijo so usmerjene v uresničevanje družbeno odgovornega ravnanja, dosegajo višji dobiček ter prihodke.**
Stadler, K. (2009)	Na tej točki se je potrebno vprašati ali podjetja, ki nimajo jasnih **začrtanih poslanstev, vizij in strategij lahko dolgoročno uspešno posluje.**
Škrabec, N. (2019)	Vizija je povezava med sedanjostjo in prihodnostjo ter **zaposlene usmerja v podjetju do njihovega končnega cilja.**
Thomposn, A. & Strickland, A.J. (2001)	Vizija običajno **predstavlja opis, kakšno bo podjetje postalo, ko bo doseglo svoje predvidene cilje**.

Skozi prebiranje literature smo prišli do zaključka, da vsi avtorji dajejo velik pomen viziji. Peršič (2014, str. 206) je v sklopu raziskave navedel, da so bili najbolje ocenjeni dejavniki, ki potrjujejo da je določanje vizije in strategije družbeno odgovornega ravnanja usmerjeno v finančno uspešnost poslovanja ter trajnostni razvoj organizacije. Z raziskavo so potrdili, da organizacije, ki imajo lastno vizijo in strategijo so usmerjene v uresničevanje družbeno odgovornega ravnanja, dosegajo višji dobiček ter prihodke.

Musek Lešnik (2008, str. 19) je psiholog, ki se ukvarja z vodenjem in vedenjem ljudi v organizacijah pravi, da so poslanstvo, vizija in vrednote močna in uporabna orodja za doseganje, zagotavljanje ter ohranjanje konkurenčnosti ter kakovosti. Od podjetja in njegovega managementa je odvisno koliko časa bo posvetilo tem vrednotam. Vodje morajo znati dobro motivirati svoje zaposlene saj bodo le uspešni in zadovoljni zaposleni hoteli slediti začrtani viziji podjetja.

Vizija niso sanje, niso fantazija ampak je prikaz uresničljive prihodnosti, ki jo podjetje lahko doseže samo na ta način, če zagnano sledi svojim vrednotam in poslanstvu. Vizija je glavno orodje, ki naredi povezavo med načrtovanjem in upravljanem sprememb, ki so nujne potrebne, da podjetja dosežejo zastavljene cilje. Veliko organizacij želi razviti želeno prihodnost, ne da

bi se pri tem upirala na vrednote, poslanstvo in trenutno stanje v podjetju. (Musek Lešnik, 2012, str. 21)

Fortuna (2003) pravi, da mora biti vizija dosegljiva, podjetju mora predstavljati izziv, biti mora plemenita in izhajati mora iz vsakega zaposlenega. Hrabar (2022) pa je mnenja, da mora biti vizija kratka, ambiciozna, jasna, čustvena in močna.

Thompson & Strickland (2002), da je potrebno strateško vizijo posredovati zaposlenim, kar pripomore k večji pripadnosti ter poenotenju zaposlenih z organizacijo.

Medic & Medic (2021) sta zapisala, da morajo deležniki in snovalci vizije v organizaciji nenehno stremeti k novim idejam, katere pa je nujno, da se skladajo z organizacijsko kulturo.

Gruban (1998) je mnenja, da je vizija tisti dejavnik, ki prispeva k motivaciji zaposlenih in prispeva k skupnim ciljem podjetja. Gre za proces, da so se podjetja sposobna prilagajati izzivom okolja.

Vsako podjetje, ki želi ostati na trgu in biti drugim podjetjem konkurenčno dobro postaviti namen, vizijo in strategijo. K temu je dobrodošla uporaba poslovnega modela EFQM 2020 s poudarkom na 1. merilu namen, vizija in strategija, ki pripravijo nadaljnjo pot organizaciji, da postane vodilna ter je dobro pripravljena na izvedbo začrtanih ciljev za prihodnost. Model EFQM 2020 je izboljšava predhodnega modela odličnosti EFQM, ki je organizacijam prav tako ponujal smernice za ustrezno postavitev poslanstva, vizije in strategije.

S tem, ko zaposleni delajo po že znanimi postopki se zmanjša prisotnost stresa, dosegajo se boljši rezultati in cilji podjetja. Zaposleni so s svojim delom zadovoljni, kar pa posledično prispeva do zmanjšanega števila bolniških odsotnosti. To pa za vodstvo pomeni prav tako manj stresa, saj ni potrebno nadomeščati odsotnih zaposlenih in delati nadurnega dela. Prav tako zadovoljni zaposleni delajo manj napak in posledično je izdelek ali storitev izdelana po merilih za trg in na trgu dosega večjo konkurenčnost. Konkurenčnost pa se dosega le z dobro kvaliteto izdelka oziroma storitve. Boljša kot je kakovost izdelka oziroma storitve večje je povpraševanje po izdelku oziroma storitvi, s tem pa podjetje dosega boljše rezultate in večji dobiček. Na koncu so zadovoljne stranke, zaposleni in vodstvo podjetja.

Pri pregledu različne literature smo ugotovili, da imajo vsi avtorji podobno razlago o viziji podjetja. Vizija predstavlja opis, kakšno naj bi podjetje postalo in ob ustrezni postavitvi vizije bo podjetje doseglo svoje zastavljene cilje in dobre rezultate.

Ko lastniki želijo ustanoviti podjetje natančno vedo kaj želijo v podjetju doseči. Cilji so lahko zelo različni. Cilj je lahko podjetje držati samo od solidarnega preživetja ali pa si zastavijo dolgoročne načrte, ki pa obsegajo načrtovane planirano rast in širitev podjetja. V vsakem podjetju morajo biti namen in cilj jasno zastavljena za dolgoročno uspešnost. Obstajajo podjetja, ki imajo poslanstvo, vizijo in strategijo skrbno opredeljeno, na drugi strani so pa podjetja, ki teh ciljev nimajo jasno opredeljenih. Na tej točki se je potrebno vprašati ali podjetja,

ki nimajo jasno začrtanih poslanstev, vizij in strategij lahko dolgoročno uspešno posluje. (Stadler, K., 2009, str. 1)

Skozi pregled referenc različnih avtorjev, smo prišli do spoznanja, da ima vizija velik pomen pri doseganju organizacijskih ciljev. V našem članku smo si zastavili raziskovalno vprašanje »Ali je dobro zastavljena vizija ključna za doseganje ciljev v organizaciji?« temu vprašanju lahko podamo pritrdilni odgovor, saj dobro zastavljena vizija predstavlja uresničljive cilje organizacije, ki jih njihovo deležniki lahko dosežejo. Jasno je, da bodo v prihodnosti lahko uspešne samo tiste organizacije, ki bodo znale jasno in učinkovito gledati v prihodnost in se hitro odzvati na izzive okolja. Vizija je tisto merilo, ki zaposlenim v organizaciji pomaga pri sprejemanju odločitev, združuje zaposlene in njihov trud ter daje občutek, da zaposleni res pripadajo organizaciji.

5 Zaključek

Članek je sestavljen iz več poglavij, ki prikazuje teoretični in empirični del. V teoretičnem delu smo predstavili misli in mnenja iz knjig avtorjev, ki pišejo na temo poslanstvo, strategija in vizija. V uvodnem delu pišemo, da so poslanstvo, vizija in strategija ključni gradniki za doseganje ciljev v organizaciji. V nadaljevanju članka smo se potem bolj usmerili v vizijo podjetja, ki je izrednega pomena za doseganje dobrih rezultatov in zadovoljstvo zaposlenih. V drugem delu smo naredili pregled literature na temo vizija. V poglavju metode smo razvili teoretični model raziskave glede na gradnik modela EFQM.

 Zavedati se je potrebno, da morajo biti v organizaciji izpolnjeni vsi pogoji, pri čemer ustvarimo takšno okolje, da se zaposleni počutijo varne in zaželene in se lahko spustijo v proces učenja. Najvišje vodstvo v organizaciji mora biti predano učenju in potrebno je, da se zavedajo, da je ključ za doseganje konkurenčnosti oblikovati privlačno vizijo, ki jo zaposleni sprejmejo za svojo in jih navdaja z željo po uspešnem medsebojnem sodelovanju. (Abram, 2008, str.75)

Vsaka organizacija s svojimi poslanstvom, vizijo in strategijo javnosti predstavi svoja načela. Vse te zapisane izjave organizacijam omogočajo, da zapisana poslanstva, vizijo in strategijo umestijo v notranje sisteme, kot so načrtovanje, organizacijske navade, postavljanje dolgoročnih ciljev in pridobivanje novih sodelavcev.

Glavni dejavnik dobrih, učinkovitih organizacije je ravno ta, da imajo njihovi zaposleni zelo jasno predstavo, kaj želijo skupaj ustvariti, kakšni so njihovi primarni nameni in da si zaposleni med seboj delijo skupne vrednote. Ravno iz bistva njihovih identitet izhajajo vrednote, poslanstvo in vizija.

Raziskava je pokazala, da je vizija poleg namena in strtegije glavno merilo, ki opredeljuje oz. opiše kaj želi organizacija doseči na dolgi rok. Vizija naj bi skupaj z namenom organizacija podala osnovo za pripravo oz. razvoj strategije.

Organizacija je z raziskavo pridobila pregled nad namenom, vizijo in strategijo,. Pomembno je, da se organizacija zastavi ambiciozno vizijo, ki se bo ujemala s pričakovanji deležnikov.

Pomembno je, da prepozna kje je potrebno za uresničitev zastavljene vizije doseči raven uspešnosti delovanja. Organizacija mora nujno ključne deležnike vključevati v razvoj strategije, saj s tem podkrepijo deležnikovo zavzetost in dobro komunikacijo.

Originalnost članka je v tem, da izhaja iz predstavitve enega od meril modela EFQM 2020, Namen, vizija in strategija.

Raziskovanje je bilo omejeno na pregledane referenc različnih avtorjev, tako domačih kot tujih.

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Urška Fabjan je diplomirana organizatorka. Zaposlena v farmacevtski industriji. Izkušnje si je pridobivala, ko je bila operater, tehnik na liniji, tehnolog in nato kot vodja delavne enote. Ima veliko izkušenj iz vodenja, organiziranja, reševanja konfliktov med zaposlenimi, delo z ljudmi in komunikacije. Pri delu si je nabrala veliko izkušenj s sodelovanjem na inšpekcijah in presojah. Leta 2014 je sodelovala na zagonu novih linij v proizvodnji v novem obratu. Leto kasneje je sodelovala na otvoritvi novega obrata.

***

Simona Vene je diplomirana organizatorka zaposlena v farmacevtski proizvodnji. Izkušnje si je pridobivala kot operater, tehnik na liniji in kasneje tehnolog na pakiranju. Ukvarja se z reševanjem odstopov v proizvodnji, reklamacijami, testiranjem novih izdelkov in vključevanje v tekoče problematike procesa pakiranja zdravil.

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Abstract:
The Importance of Vision in Achieving Goals in Organizations

Research Question (RQ): Is a well- defined vision key to achieving the organization's goals?
Purpose: With the help of relevantr references, we explored knowledge about the meaning of mission, vision and strategy, and then we focused on the purpose, vision and strategy criterion of the EFQM 2020 model.
Method: A qualitative method and a review of foreign and domestic literature and internet resources were used for the analysis.
Results: The research showed that a well-defined vision is the key to achieving goals in organizations, as it directs and motivates employees to achieve goals.
Organization: Purpose, vision and strategy are the criteria by which the organization shapes its future path, which will bring exceptional results, to become a leader and well prepared for the future and its challenges. It is important for the organization to set an ambitious vision that matches the expectations of stakeholder.
Society: With the survey, we want to point out how important it is for an organization to create an ambitious vision that matches the expectations of its stakeholders, as it involves its stakeholders in shaping its purpose and vision.
Originality: The contribution to the profession is the originality of the research and in that it steams from the presentation of the first criterion of the EFQM 2020 model, Purpose, Vision and Strategy.
Limitations/Future Research: The research was conducted based on the reviewed references by processing one of the criteria of the EFQM 2020 model

Keywords: vision, mission, purpose goals, EFQM model 2020, employees, performance.

Vpliv voditeljstva na poslovno uspešnost v proizvodni organizaciji

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Povzetek:

Raziskovalno vprašanje (RV): Kako ustrezno voditeljstvo vpliva na poslovno uspešnost v proizvodnji?

Namen: Namen in cilj je, da spoznamo kaj je voditeljstvo, kakšen vpliv ima na delovno uspešnost v proizvodnji in ugotoviti kako lahko vodenje še izboljšamo s pomočjo modela EFQM 2020.

Metoda: Za namen raziskave smo uporabili kvalitativno metodo. Naredili smo študijo strokovnih in znanstvenih referenc ter analizirali pridobljene podatke.

Rezultati: Raziskava je pokazala, da je voditeljstvo eden izmed meril modela EFQM 2020 in ključen faktor pri doseganju trajnostne odličnosti organizacije. Je tudi vedno pomembnejša funkcija menedžmenta, kjer so voditelji predani svojemu delu in veliko časa namenijo zaposlenim. Pomembno je tudi, da organizacije prepoznajo primerne osebe za to funkcijo.

Organizacija: Strateška izbira in razvoj vodje proizvodnje omogoča boljše poslovanje in večjo delovno uspešnost.

Družba: Organizacije lahko z vlaganjem v izobraževanja za vodje na področju dela z ljudmi in spoznavanjem samega sebe, prispeva k boljši delovni klimi in dolgoročnim pozitivnim rezultatom.

Originalnost: V raziskavi smo predstavili poleg voditeljstva tudi merila za izboljšanje poslovne uspešnosti v podjetju.

Omejitve/nadaljnje raziskovanje: V raziskavi smo se omejili na reference, ki smo jih izbrali in pregledali.

Ključne besede: voditeljstvo, organizacija, odličnost, EFQM, delo z ljudmi, spoštovanje, sodelovanje, trajnost.

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Članek / Article

1 Uvod

Voditeljstvo znotraj organizacije predstavlja ključni element v vseh delih organizacije. Krepi, prilagaja in navdihuje zaposlene in s tem vpliva na organizacijsko kulturo. Izjemna organizacija se lahko skozi kakovostno vodenje izkaže kot vodilna na svojem področju, ki dosega vrhunske rezultate in je osredotočena na izboljšanje delovanja znotraj organizacije. Poznavanje zaposlenih in njihovih ciljev z medsebojno komunikacijo omogoča dobro organizacijsko klimo. Dober vodja je torej najpomembnejši faktor vodenja in organizacijske kulture. (Hrovat, 2008)

Namen raziskave je, da skozi pregled različnih referenc spoznamo kako voditeljstvo v proizvodnji vpliva na delovanje zaposlenih in kako se lahko vodja še izboljšuje in s tem pripomore k uspehu celotne organizacije. Cilj raziskovanja je spoznati vlogo vodje v proizvodnji, korake za ustvarjanje izboljšav ter usmerjenost v načrtovanje prihodnosti s pomočjo modela EFQM 2020.

2 Teoretična izhodišča

Proizvodna oz. predelovalna industrija je organizacija, ki se ukvarja s proizvodnjo surovin in reprodukcijo materiala. Lahko vključuje mehansko delovno silo in človeško delovno silo, ki pa delujeta pod nadzorom vodje proizvodnje. Vodenje pa je sposobnost vplivanja, spodbujanja in usmerjanja sodelavcev k doseganju želenih ciljev. Ni enkratno dejanje ampak je niz večjega števila dogodkov, ki se nanašajo na usmerjanje in spremljanje. Uspešen vodja sodeluje s sodelavci pri ustvarjanju ugodnega ozračja za doseganje ciljev (Možina et al., 2002 str. 499).

Voditeljstvo znotraj organizacije je ključni element v vseh delih organizacije. Krepi, prilagaja in navdihuje zaposlene in s tem vpliva na organizacijsko kulturo. Izjemna organizacija se lahko skozi kakovostno vodenje izkaže kot vodilna na svojem področju, ki dosega vrhunske rezultate in je osredotočena na izboljšanje delovanja znotraj organizacije. Poznavanje zaposlenih in njihovih ciljev z medsebojno komunikacijo omogoča dobro organizacijsko klimo. Dober vodja je torej najpomembnejši faktor vodenja in organizacijske kulture (Ivanko, 2019).

Miselnosti vodij je usmerjena v učenje, ustvarjalnost ter inovativnost dosedanjih rezultatov ter sprejemanje načinov za napredovanje. Ključne kompetence, ki jih vodja potrebuje so na področju (Ivanko, 2019):
- vodenje: usposabljanje, prepričevanje in motiviranje,
- komunikacije: komunikacija za izmenjavo tekočih informacij na področju dela te komunikacija za vzpostavitev večje samozavesti zaposlenih,
- sodelovanje: spodbujanje sodelovanja med zaposlenimi, kar pripomore k večji predanosti delu in organizaciji,
- upravljanje uspešnosti: koriščenje potencialov zaposlenih, zmanjševanje izgub ter zagotavljanje storilnosti,
- upravljanje sprememb: uvajanje in vodenje sprememb.

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Po dosedanjih raziskavah kaže, da 60 % novoimenovanih vodij povečuje fluktuacijo že na začetku, kar pa je napačen pristop, saj zaposleni skozi določen čas pridobijo znanja, orodja in veščine ki pripomorejo k učinkovitemu vodenju, zato se izbolša sodelovanje, uspešnost zaposlenih ter fluktuacija zmanjša. (Ivanko, 2019)

Pomembno je, da vodja dobro pozna svoje zaposlene in s tem njihovo kulturo delovanja. Dobro poznavanje osebnih in delovnih lastnosti zaposlenih lahko učinkovito pripomore k temu, da zna pri svojem delu uporabiti prave pristope za pozitivno sodelovanje vseh sodelujočih. Vodja raste s svojimi sodelavci in nadgrajuje svoje veščine voditeljstva, ki so zelo pomembne za skupno doseganje vedno boljših rezultatov. Dobro vzdušje v delovni skupini pa lahko ublaži negativno energijo, ki se rada pokaže pri uvajanju sprememb. (Škedelj, 2016)

Pri vodenju imamo štiri osnovne sestavine: vodja, skupina, člani in okolje. Kot prvo je potrebno zgraditi zaupanje med vodjo in člani, nato pa jim dati več samostojnosti za odločanje. Vodja mora ne le usposobiti svoje sodelavce, da dosežejo cilje, ampak jim mora predvsem pripraviti, da si to sami želijo. Tukaj lahko rečemo, da je to neka dodana vrednost vodenja, ki pa se kaže kot voditeljstvo. Dolgoročno voditeljstvo prinese proces izboljševanja k večji uspešnosti dela. Da pa lahko vodja doda vrednost, mora nujno razumeti situacijo v organizaciji in ustvariti vizijo za naprej in sprožiti procese sprememb. (Možina et al., 2002 str. 499-501)

Poznamo šest temeljnih sposobnosti vodenja in sicer (Možina et al., 2002 str. 499-501):
- delitev moči,
- vizija,
- skladnost vrednot,
- intuicija,
- poznavanje samega sebe in
- sposobnost vodenja.

Delitev moči je sposobnost vodje, da deli moč, vpliv in kontrolo s sodelavci. Vizija je sposobnost predstavljati si drugačno, boljše stanje in poti za doseganje le tega. Skladnost vrednot je sposobnost doseči primerno usklajenost med organizacijskimi načeli in vrednotami zaposlenih. Intuicija je neposredno notranje spoznanje potrebo po spremembah in ustreznih ukrepih. Poznavanje samega sebe je sposobnost poznati svoje prednosti in pomanjkljivosti. Sposobnost vodenja pa zajemajo vse spretnosti, ki so potrebne za vodenje. (Možina et al., 2002 str. 502-503)

Trajnostni vodja je tisti, ki je empatičen, odgovoren do okolja in svojih zaposlenih. Mora imeti jasno postavljene vrednote, se zavedati svojega poslanstva in imeti svojo integriteto. Lahko rečemo, da dela tisto kar govori in predvsem vodi z zgledom, kar pa ne pomeni, da postavlja seve na prvo mesto. Svoje sodelavce mora navdihovati in jim pustiti proste roke pri realizaciji idej. Znati mora prisluhniti in upoštevati, da se dogajajo tudi napake. Zavedati se mora, da sam ne more doseči nič, če nima dobre in povezane ekipe. Če želimo kaj spremeniti, moramo

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Članek / Article

navdušiti ljudi, da v preobrazbo verjamejo in jih ni strah. Zato potrebujemo dobre zglede, ki podjetja potegnejo naprej. (Lukić, M. 2020)

Svoja ravnanja mora znati presojati iz različni zornih kotov. Pomembno je upoštevati štiri dejavnike, ki morajo biti v ravnovesju in sicer: ljudje, planet, dobiček in namen. Doseganje rezultata na škodo kateregakoli od teh dejavnikov v bistvu ni pravi rezultat. Pomembno vlogo ima tudi kultura, ki se vzpostavi v podjetju. Sigurno je, da v večjih podjetjih ali pa manjših, družinskih ni enaka kultura. Morda gre v manjših družbah lažje. Šteje namreč tvoja integriteta, saj ko prideš v stik s kupci, jo ti začutijo (Lukić, M. 2020).

Trajnost je kompleksen pojem. Če imamo jasno vizijo in če je skladna z vrednotami, bo poslovni model uspešen. Je pa za trajnostno preobrazbo potreben pogum. Pri trajnosti preprosto moraš biti iskren, ker nova generacija kupcev ne tolerira dvoličnosti. (Lukić, M. 2020)

Menedžment je planiranje, organiziranje, vodenje in kontroliranje dela v organizaciji. Je tudi usklajevanje nalog in dejavnosti za dosego postavljenih ciljev. Lahko ga opredelimo tudi kot ustvarjalno reševanje problemov, ki se pojavljajo. Pojem menedžer se nanaša na različne vrste menedžerjev in njihovih opravil. Povezuje in usmerja sodelavce v organizaciji. Nenehno pridobiva znanje in izkušnje in jih prenaša na sodelavce. (Možina et al., 2002 str. 15-16)
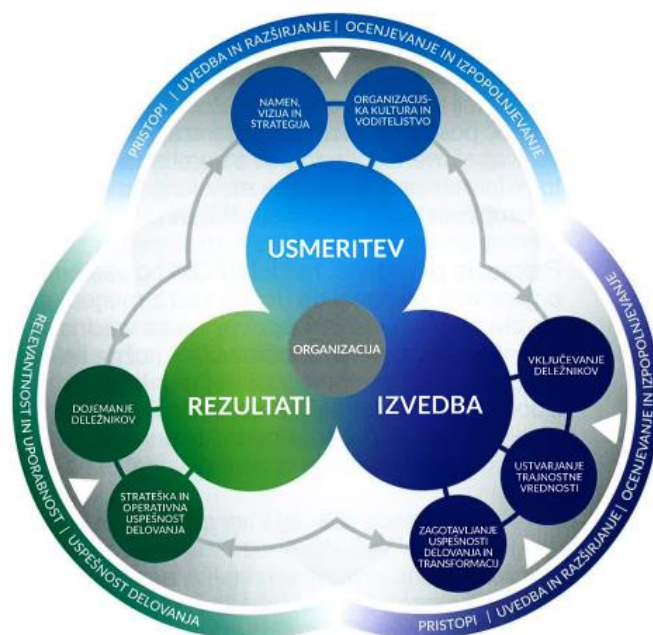
Po Mihaliču (2008) je enakopravno in aktivno sodelovanje med vodjo in zaposlenimi recept za uspeh delovne skupine. Vodja mora v svoje zaposlene verjeti in oni morajo verjeti v svojo vodjo. Čutiti morajo medsebojno zavezništvo, ki se začne z nastajanjem ekipe, ki ni razdeljena na vodjo in zaposlene. Skupaj se trudijo za isti cilj, vodja pa ima vlogo motivatorja, ki usmerja. Če so zaposleni pod prevelikim vplivom vodje, ne razmišljajo samostojno. Zaradi tega ob nastopu težav niso sposobni ravnati pravilno po lastni presoji. Ob skupnih uspehih vodja ne prevzema zaslug, ob neuspehih pa ne krivi svojih zaposlenih. Prevzem odgovornosti mora biti kolektiven, prav tako nagrajevanje. Pravila so enaka za vse in se sprejmejo skupaj. Zaposlene moramo obravnavati objektivno saj s tem gradimo na zaupanju, njihovi samozavesti in zanesljivosti. Če zaposleni sodelujejo pri odločanju in imajo enake možnost za razvoj, to povečuje njihovo zadovoljstvo. (Možina et al., 2002 str. 22-24)

Zadovoljni zaposleni so v sodelovanju z dobro vodjo bolj predani svojemu delu ter splošno uspešnejši. Okolje dela postane pozitivno, vzpostavi se medsebojna harmonija, ki vpliva na večjo uspešno podjetja. (Peršič, 2013)

S pomočjo modela EFQM 2020, ki ponuja smernice za izboljšave in inovacije lahko svojo organizacijo z dobro vodjo pripeljemo še višje na lestvici uspešnosti znotraj podjetja. Ta model je izboljšava predhodnega modela odličnosti EFQM, ki nam je skozi merilo Vodenje z vizijo, navdihom in integriteto, ravno tako ponujal smernice za izboljšave na področju voditeljstva. Odlične organizacije imajo voditelje, ki oblikujejo in udejanjajo prihodnost ter so zgled vrednot in etičnih načel organizacije (Model odličnosti EFQM, 2013, str. 6).

Merilo modela EFQM 2020 nam pravi, da je voditeljstvo nabor vrednost in norm, ki so skupne vsem zaposlenim v organizaciji in sčasoma vplivajo na način, kako delujejo v medosebnih odnosih in do ključnih deležnikov zunaj organizacije. Voditeljsko vedenje se kaže na vseh ravneh organizacije in navdihuje, krepi in po potrebi prilagaja vrednote in s tem pomaga usmerjati kulturo organizacije (Model EFQM 2020).

V organizaciji je voditeljstvo dejavnost in ne vloga. Nanaša se na celotno organizacijo. Lahko pa organizacija prevzame vodilno vlogo in jo druge organizacije prepoznajo kot vzornika. Ni več tradicionalnega pogleda, da je vodenje zgolj obvladovanje organizacije s strani menedžmenta. (Model EFQM 2020) Na sliki 1 lahko vidimo glavna merila modela EFQM 2020.

Slika 1. Model EFQM 2020 (Model EFQM 2020, str. 14).

Model EFQM nas v začetku vodi z usmeritvami, da ugotovimo zakaj organizacija obstaja in kakšen namen izpolnjuje. Nadaljuje se z izvedbo, kjer ugotovimo in izvajamo uresničitev svojega namena oz. strategije. V tretji fazi pa ugotovimo, kaj smo dosegli in kakšne rezultate si še želimo doseči v prihodnosti.

Odlična organizacija z dobrimi voditelji upošteva sledeče smernice (Model EFQM, 2020, str. 14):

- **Ustvarjanje pogojev za uresničitev sprememb**
  Izjemna organizacija mora ustvariti pogoj, da so spremembe pravilo, ustvariti kulturo v kateri je prostor tudi za napake.

- **Omogočanje ustvarjalnost in inovativnosti**

Razumeti moramo pomen osredotočenosti na ustvarjalnost, inovativnosti in deskriptivno razmišljanje, postavljati ambiciozne cilje in kulturi omogočati takšno delovanje.

- **Usmerjanje kulture organizacije in negovanje vrednot**

Organizacija mora usmerjati kulturo z namenom usklajevanja in potrebami po prilagajanju, mora tudi negovati svoje vrednote.

- **Poenotenje in vključitev za uresničitev namena, vizije in strategije**

Pri tem merilu ima velik pomen organizacijska kultura in voditeljstvo. Izjemna organizacija mora učinkovito sporočati svoj namen, vizijo ter strategijo in tako z dobrim vodenjem vplivati na poslovno uspešnost v proizvodni organizaciji. Kultura organizacije in voditeljstvo se nanašata na celotno organizacijo, kjer je kultura skupek vrednot, voditeljstvo pa vloga, ki ne pomeni več zgolj tradicionalno vodenje s strani vrhnjega menedžmenta.

S pravilno izbiro voditeljev in ubranim pravim načinom vodenja lahko v velikem obsegu vplivamo na poslovno uspešnost vsake organizacije. Voditelji morajo imeti ključne kompetence s katerimi uspešno uvajajo spremembe in ustvarjajo dolgoročne pozitivne rezultate.

3 Metoda

V raziskavi je bila uporabljena kvalitativna metoda s pregledom strokovnih in znanstvenih referenc s področja vodenja ter povzemanje podatkov iz osebnega delovnega okolja. Na sliki 2 je predstavljeno 2. merilo modela EFQM 2020 organizacijska kultura in voditeljstvo s poudarkom na voditeljstvu.

Slika 1. Model raziskave glede na 2. merilo modela EFQM 2020 s poudarkom na voditeljstvu.

V tabeli 1. je podan seznam ključnih besed, ki smo jih iskali v bazi podatkov COBISS.

Tabela 1. Seznam ključnih besed in baze podatkov

Ključne besede iskanja v slovenskem jeziku	Ključne besede iskanja v angleškem jeziku	Baze podatkov
Voditeljstvo	Leadership	COBISS
Organizacija	Organization	
Odličnost	Excellence	
EFQM	EFQM	
Delo z ljudmi	Working with people	
Spoštovanje	Respect	
Sodelovanje	Cooperation	
Trajnost	Sustainability	

Seznam zbranih in pregledanih referenc s ključnimi ugotovitvami je predstavljen v tabeli 2. Analiza vključuje ključne ugotovitve iz pregledanih referenc.

Tabela 2. Seznam uporabljenih referenc

Avtor (letnica)	Naslov
Hrovat, S. (2008)	Vodenje in uspešnost podjetij
Ivanko, Š. (2019)	Vodenje v 21. stoletju
Janežič, D. & Pevec, N. (2020)	Vodenje z vizijo, navdihom in integriteto
Lubaj, T. (2014)	Vloga voditeljstva v delu managerjev
Lukić, M. (2020)	Trajnostno voditeljstvo: nazaj h koreninam
Možina et al. (2002)	Management: nova znanja za uspeh
Peršič, M. (2013)	Oblikovanje pozitivne organizacijske identitete pri umestitvi socialnega kapitala v učečo se organizacijo
Smogavc, C. A. (2005)	Model celovitega razvoja voditeljstva in učeče se organizacije
Urad RS za meroslovje (2013)	Model odličnosti EFQM
SPIRIT Slovenija, javna agencija (2020)	Model EFQM 2020
Škedelj, J. (2016)	Vodenje proizvodnje z uporabo modela odličnosti EFQM
Zakšek, R. & Krajnc, B. (2021)	Spodbujanje ustvarjalnosti in inovativnosti

Vodenje in menedžment se torej ne izključujeta. Sta med seboj tesno povezana in se prepletata. Nekateri vodilni delavci kažejo več lastnosti vodje, drugi več lastnosti tradicionalnega menedžerja. Rečemo lahko, da je menedžment pozicija, ki je bolj vezan na hierarhijo v organizaciji, vodenje pa naloga, ki je bolj vezana na posameznika oz. delo z ljudmi.

4   Rezultati in razprava

Vodenje je opredeljeno na različne načine in ga težko opredelimo z eno definicijo. Ni samo oseba ali skupina ljudi na visokem položaju. Razumevanje vodenja je tudi razumevanje odnosa

med vodjo in sodelavci. Vodja s svojim vplivom motivira ljudi, da se delo opravi tako, da se izpolnijo zastavljeni cilji. Cilji organizacije so tisti, za katere je vodja odgovoren, da jim skupaj s sodelavci sledi in izpolnjuje zastavljene naloge. Vodje z zgledom oziroma voditelji prevzamejo vodilno vlogo in lahko prepričajo svoje zaposlene, da si sprememb želijo in da so te potrebne za preživetje in pozitivne rezultate v prihodnosti. Ključne ugotovitve na temo voditeljstva smo povzeli v tabeli 3.

Tabela 3. Pregled referenc na temo voditeljstva v proizvodnih organizacijah

Avtor (letnica)	Ključne ugotovitve
Hrovat, S. (2008)	**Glavni nosilci** vodenja so **vodje**, ki igrajo **pomembno** in **odločilno vlogo** v slehernem podjetju
Ivanko, Š. (2019)	Vodje **ustvarjajo vizijo, sprožajo spremembe, motivirajo zaposlene** in jih **navdušujejo**, da so **rezultati** celotne organizacije **pozitivni**.
Janežič, D. & Pevec, N. (2020)	Vodja je **simbol organizacije** in oblikuje in udejanja vizijo. Uspešno vodi zaposlene z zgledom, poštenostjo, ob tem **prevzema odgovornost** in **navdihuje zaposlene**.
Lubaj, T. (2014)	Raven uspeha določajo **voditeljske sposobnosti**, ki niso privilegij le rojenih voditeljev, ampak jih **je mogoče priučiti in jih razvijati**.
Lukić, M. (2020)	**Trajnostni vodja** je je empatičen, odgovoren do okolja in svojih zaposlenih. Potrebujemo **dobre zglede**, ki organizacijo **potegnejo naprej.**
Možina et al. (2002)	Pri vodenju imamo **štiri osnovne sestavine**: vodja, skupina, člani in okolje. Moramo **razumeti situacijo** v organizaciji, **ustvariti vizijo** in **sprožiti spremembe**.
Peršič, M. (2013)	Voditeljstvo preko **interaktivnega procesa vodenja** zajema tako voditelje kot njihove sledilce za doseganje rezultatov.
Smogavc, C. A. (2005)	Organizacija preide na višjo raven potem, ko so se njeni **voditelji osebnostno razvili** in so sposobni prepoznavati nove izzive, navdušiti in motivirati sodelavce. **Ne sme biti stvar prisile.**
Urad RS za meroslovje (2013)	**Model odličnosti** skrbi za mrežo **najboljših organizacij** in njihovih **voditeljev**, ki delijo **strast do poslovne odličnosti** Model EFQM 2020. Osredotočenost na merilo Voditeljstvo - Vodenje z vizijo, navdihom in integriteto: • Voditelji razvijajo poslanstvo, vizijo, vrednote in etiko ter dajejo zgled • Voditelji določajo, spremljajo, pregledujejo in vodijo izboljšave sistema managementa in delovanja organizacije • Voditelji sodelujejo z zunanjimi deležniki • Voditelji krepijo kulturo odličnosti skupaj z zaposlenimi v organizaciji • Voditelji zagotavljajo, da je organizacija fleksibilna in uspešno obvladuje spremembe
SPIRIT Slovenija, javna agencija (2020)	S pomočjo **modela EFQM 2020** lahko **organizacija** prevzame **vodilno vlogo** v svojem okolju in jo lahko imajo ostale organizacije za vzor. Osredotočenost na merilo **Organizacijska kultura in voditeljstvo,** s poudarkom na voditeljstvu: • Ustvarjanje pogojev za uresničitev sprememb • Omogočanje ustvarjalnost in inovativnosti • Usmerjanje kulture organizacije in negovanje vrednot • Poenotenje in vključitev za uresničitev namena, vizije in strategije
Škedelj, J. (2016)	**Vodenje** proizvodnje **lahko izboljšamo** s pomočjo modela **EFQM**
Zakšek, R. & Krajnc, B. (2021)	Uporaba **uspešnosti in inovativnosti je večplastna** in vpliva na organizacijo. Vsi zaposleni v podjetju se morajo prizadevati na področju ustvarjalnosti in inovativnosti.

Skozi pregled referenc smo spoznali različne zapise avtorjev, ki nam s svojimi deli podajajo smernice za dobro vodenje.

Hrovat podaja smernice za dobro vodenje, Ivanko, Janežič in Pevec se osredotočajo na vizijo in vzpodbujanje zaposlenih, Lubaj izpostavlja voditeljske sposobnosti, Lukić podaja pomembnost vloge vodje, Možina in Peršič opredeljujeta osnovne smernice vodenja, Smogavc poudarja osebnostni razvoj vodij, urad RS za meroslovje opredeli model odličnosti, SPIRIT Slovenija, javna agencija povzame ključna merila modela EFQM 2020, Škedelj pojasni vlogo modela EFQM v vodstvu ter Zakšek in Krajnc izpostavljata vpliv uspešnosti in inovativnosti v podjetju.

Model EFQM 2020 s poudarkom na merilu voditeljstva je usmerjeno v prihodnost celotne organizacije, na čelu z dobro vodjo. Ta daje zgled, motivacijo in zagon svojim zaposlenim, da lahko skupaj dosežejo zastavljene cilje. Prilagodljivi vodja pravočasno predvidi spremembe, premisli in se hitro odzove na aktualna dogajanja. V modelu EFQM 2020 voditelj izbira fleksibilen način vodenja z prilagajanji, saj je osebno energična oseba, zmožna nadzorovati več procesov v organizaciji, dinamična, podjetna, ter usmerjena v jasno zastavljen cilj. Odlična organizacija brez dobre vodje je samo organizacija, katere cilj ni stopnja višje od doseganjih rezultatov.

V organizacijah se zaposleni delijo na višje položaje (menedžerji) in vodje ter in zaposleni na nižjih nivojih (delavci), skupaj pa tvorijo celoto. Pojasnimo razliko med menedžerjem in vodjo. Menedžerji so upravljalci, ki zagotavljajo predvsem uresničevanje ciljev, programov in strategij. Na drugi strani pa imamo vodje oz. voditelje, ki so tesno povezani z ravnanjem z ljudmi, jih navdihujejo in motivirajo. Oba faktorja tako vodja kot menedžerji sta pomembna faktorja vsake organizacije. (Zakšek & Krajnc, 2021)

5 Zaključek

Iz izvedene raziskave lahko sklepamo, da je vodenje vedno pomembnejša funkcija menedžmenta. Sodobni voditelji so predani svojemu delu in spodbujajo dobre medosebne odnose v organizacijah. Morajo imeti jasno vizijo za prihodnost in veliko časa namenijo svojim zaposlenim. Vso znanje morajo prenesti na svoje zaposlene z namenom doseganja ciljev organizacije. Imeti enega močnega voditelja v organizaciji ni dovolj, potrebno ga je imeti v vsaki delovni enoti. Pomembno je tudi, da organizacija prepozna ljudi, ki so potencialni kandidati za takšno delovno mesto, kajti mnogokrat se lahko zgodi, da je nekdo odličen menedžer ampak precej slabši voditelj. Sigurno pa si lahko odličen menedžer priuči znanja iz področja ravnanja z ljudmi, nadgradi svoje voditeljske sposobnosti in zgradi integriteto, ki je temelj učinkovitega vodenja.

Skozi članek smo ugotovili, da je ključ do uspešne organizacije dobro vodenje znotraj podjetja. S pomočjo modela EFQM 2020 lahko sistem vodenja še izboljšamo saj se na podlagi modela vzpostavi sistem, ki meri delovanje zaposlenih, nadzira in vzpodbuja njihovo kreativnost.

Odličen vodja mora imeti sposobnost vodenja, pravilnega komuniciranja in jasno zastavljenega cilja, saj le na ta način lahko zaposleni delo opravljajo kakovostno z nenehnimi izboljšavami.

Omejitev znotraj raziskave se kaže v analizi le enega merila modela EFQM 2020, to je voditeljstvo in organizacijska kultura ter v omejenost v uporabljenih referencah. Uspešno podjetje potrebuje za svoje izboljšave razvoj tudi na ostalih področjih, ki so tudi pomembni faktorji v delovnem procesu. Strategija, vizija, namen organizacije, ustvarjanje trajne vrednosti, zagotavljanje uspešnosti delovanja in transformacij ter operativna uspešnost delovanja so le nekateri izmed ključnih elementov, ki veljajo za izjemno organizacijo.

Za nadaljnjo raziskavo predlagam priključitev večjih podjetij in uporabo tujih referenc, da se pridobi širši spekter znanja.

Članek je izdelan kot del obveznosti za potrebe študijskega programa Fakultete za organizacijske študije v Novem mestu.

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***

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***

Abstract:
The Influence of Leadership on Business Performance in a Production Organization

Research Question (RQ): How proper leadership influence on business success in production?
Purpose: The purpose and goal is to learn what leadership is, what impact it has on work performance in manufacturing and to find out how we can further improve leadership with the help of the EFQM 2020 model.
Method: For the purpose of the research, we used a qualitative method. We made a study of professional and scientific references and analyzed the obtained data.
Results: The research showed that leadership is one of the criteria of the EFQM 2020 model and an involves factor in achieving sustainable organizational excellence. It is also an always important function of management, where leaders are dedicated to their work and devote a lot of time to employees. It is also important that organizations identify the right people for this function.
Organization: The strategic choice and development of the production manager enables better business and greater job performance.
Society: Organizations can contribute to a better working climate and long-term positive results by investing in training for leaders in the field of human affairs and self-awareness.
Originality: In the research, we limited ourselves to the references that we selected and reviewed.
Limitations/Future Research: In the research, we limited ourselves to selected and reviewed references.

Keywords: leadership, organization, excellence, EFQM, working with people, respect, cooperation, sustainability.

Vpliv ustvarjalnosti in inovativnosti na razvoj organizacijske kulture

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Povzetek:

Raziskovalno vprašanje (RV): Ali ustvarjalnost in inovativnost vplivata na razvoj organizacijske kulture?

Namen: Na osnovi skupinskega pogovora s fokusno skupino v izbrani organizaciji ugotoviti, kako ustvarjalnost in inovativnost vplivata na razvoj organizacijske kulture.

Metoda: Kvalitativna metoda: skupinski pogovor. Podatke smo pridobili na podlagi zastavljenih vprašanj. Uporabili smo metodo spraševanja. Skupinska razprava je potekala z delovno ekipo zaposlenih.

Rezultati: Rezultati raziskave so pokazali, da je organizacijska kultura močno odvisna od ustvarjalnosti in inovativnosti zaposlenih v gospodarski dejavnosti, ter da organizacijska kultura pomembno vpliva na uspešnost poslovanja organizacije.

Organizacija: Uspešne organizacije priznavajo vpliv ustvarjalnosti in inovativnosti na organizacijsko kulturo ter posledično na uspešno poslovanje in razvoj organizacije ter zadovoljstvo zaposlenih.

Družba: Raziskava bo družbi približala vpogled v področje ustvarjalnosti, inovativnosti in razvoju organizacijske kulture. Z izsledki raziskave ugotavljamo da sta ustvarjalnost in inovativnost pozitivno povezana z organizacijsko kulturo v izbrani organizaciji, kar bi lahko pomenilo tudi podobnost v panogah ali družbi širše.

Originalnost: To je prva tovrstna raziskava v izbrani organizaciji s takšno fokusno skupino, ki je bila pripravljena z namenom ustvariti ugodnejše pogoje za delo in s tem posledično uspešnejšo poslovodstvo.

Omejitve/nadaljnje raziskovanje: Omejili smo se na izbrano gospodarsko dejavnost. Gre za pilotno raziskavo v izbrani organizaciji. Nadaljnje raziskave se lahko razvijejo na širšo populacijo v različnih gospodarskih dejavnostih, na nacionalno raven, na mednarodne organizacije, ipd.

Ključne besede: Ustvarjalnost, inovativnost, organizacija, organizacijska kultura, zaposleni, uspešnost organizacije.

1 Uvod

Danes je na temo ustvarjalnosti, inovativnosti in organizacijski kulturi veliko raziskav. Nekatere se osredotočajo na širše raziskovanje posameznih elementov, druge ugotavljajo

različne korelacije med posameznimi elementi, ipd. V svetu si različni avtorji različno razlagajo svoje poglede na ustvarjalnost, inovativnost in organizacijsko kulturo, večina pa zaključuje svoje poglede pojmov kot potrebo po preživetju organizacije.

V raziskavo so bile vključene osebe na različnih delovnih mestih. Vsi zaposleni v organizaciji se zavedajo, da z ustvarjalnim in inovativnim pristopom pripomorejo k učinkovitim procesom in s tem konkurenčnosti na trgu, kar pomeni, da so pripravljeni sprejemati spremembe kot stalnice v okolju, kjer delujejo.

Namen raziskave je na osnovi skupinskega pogovora s fokusno skupino sprejeti ali zavrniti raziskovalno vprašanje in ugotoviti, kako ustvarjalnost in inovativnost vplivata na razvoj organizacijske kulture.

2   Teoretična izhodišča

Različni avtorji različno definirajo pojme ustvarjalnost, inovativnost in organizacijsko kulturo. Bistveno za organizacije je, da vršni menedžment zaposlene sistematično, sistemsko in dialektično pripeljejo do motivacijske točke, da ideje in sposobnosti na področju inoviranja, izrazijo in jih sprovedejo. Zato je potrebno na področjih stalno in odgovorno gojiti organizacijsko kulturo, ki bo ustvarjala pogoje za pozitivno organizacijsko klimo.

Lipičnik (2002, str. 187) je v svojem delu lepo povedal, ustvarjalno obnašanje skupine se ne začne z idejami, ampak s problemi. Zato si mora skupina sama postaviti problem, vprašanje, na katero bo odgovarjala, iskala rešitve. Lahko pa se skupinsko loti tudi postavljanja problema. Pri tem ne gre za izražanje mnenj, ampak za produciranje idej, rešitev.

V začetku devetdesetih let je projektni menedžment postal velik izziv (Davidson, 2003, str. 2), zato se mora vsako podjetje, ki želi preživeti v takšnem okolju, temu prilagoditi, to pa pomeni, da mora poiskati vse notranje rezerve, ki jih lahko optimizira. Enega izmed elementov notranjih rezerv lahko pripišemo zaposlenim, saj lahko z njihovo ustvarjalnostjo in samoiniciativnostjo dosežemo, da je organizacija uspešnejša.

Zakšek in Kranjc (2021, str. 27) ugotavljata, da je spodbujanje ustvarjalnosti in inovativnosti sicer v organizacijah in podjetjih že dolgo znan fenomen, ki se povezuje z različnimi koncepti upravljanja in vodenja podjetja, kot so učeča se organizacija, mentorsko vodenje, spodbujanje inovativnosti, vseživljenjsko učenje. Ključni pomen ima tudi klima v organizaciji na kar vplivajo tako menedžerji, vodstvo, kooperanti in tudi vsi zaposleni.

Če želi organizacija biti inovativna, naj bi si zastavila in odgovorila na naslednja vprašanja (Korelc, 2014, str. 61–150):
- Kje smo danes?
- Kako danes obvladujemo ideje, inovativnost in ustvarjalnost?
- Poznamo procese inovativnosti?

- Imamo znanje in know-how o inovativnosti?
- Inovativnost živimo ali zgolj o njej govorimo?
- Ali inovativnost zajemamo v vsej širini, na vseh področjih delovanja?
- Imamo izdelan sistem za obvladovanje idej, inovativnosti in ustvarjalnosti?
- Ali je sistem za obvladovanja inovativnosti avtomatiziran in IKT podprt?
- Kako učinkovito je naše orodje za obvladovanje inovacij in idej?

Za pozitivno naravno delovno okolje je velikokrat potrebno veliko sodelovanja, ustrezne komunikacije, tovarištva in gojenja dobrih medosebnih odnosov. Izraz kultura izhaja iz latinske besede »cultura«, kar pomeni gojiti, obdelovati. V organizacijah govorimo o organizacijski kulturi že nekaj časa, Bergmann & Garrecht (2007, str. 44) razumeta organizacijsko kulturo kot sistem vrednot, ki jih »živijo« v podjetju ali drugi ustanovi. Navajata tudi, da so vsebine o organizacijski kulturi postale stalnica menedžerskega izobraževanja in usposabljanja. Prav tako sta prepričana, da organizacijska kultura ni vseobsežno čudežno zdravilo za obvladovanje organizacije.

Potrebno je vlaganje veliko energije s strani vseh deležnikov. Lipičnik (1998, str. 73) razlaga o različnih pogledih na zadovoljstvo zaposlenih na svojem delovnem mestu. Pravi, da so nekateri ljudje z določenim delovnim mestom zadovoljni, drugi pa z istim delovnim mestom niso zadovoljni. Na tak način naj bi posamezniki in delovne zahteve v medsebojni interakciji ustvarjali organizacijsko klimo, ki je pomembna za oba deležnika. Tako ima organizacijsko klima tiste lastnosti, ki vplivajo na vedenje ljudi in zaradi katerih se po njegovem mnenju organizacije med seboj razlikujejo.
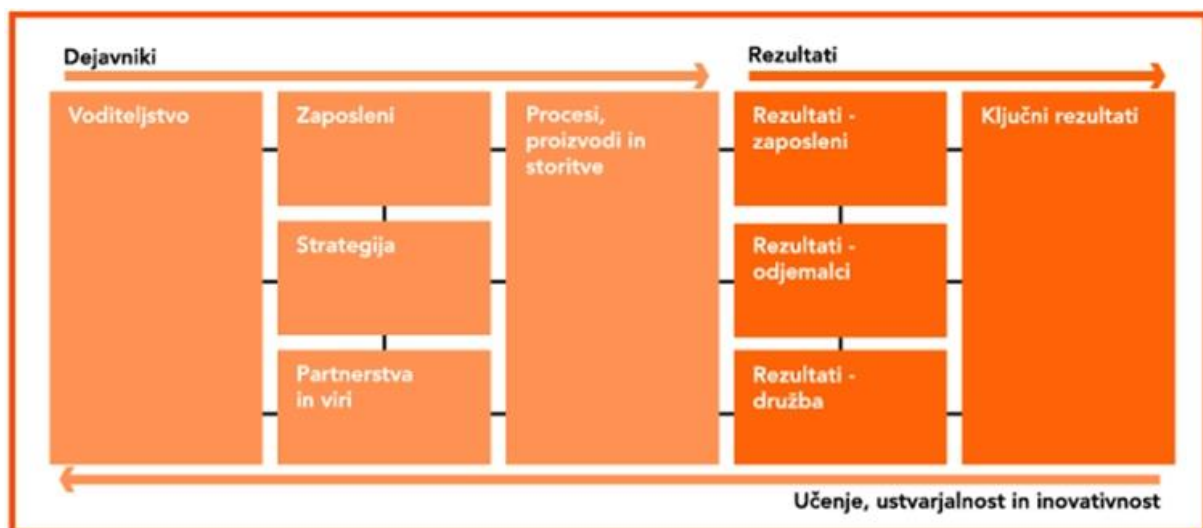
Različne študije s področja uspešnosti organizacij kažejo različna spoznanja. Nekateri teoretiki in raziskovalci ugotavljajo, da je ekonomska uspešnost organizacij povezana z organizacijsko kulturo in klimo. To naj sicer ne bi bilo nujno pozitivno povezano, vendar Brown (1998, str. 227–228) pravi:

- Močna kultura pomeni, da člani organizacije skupno določijo smotre in cilje organizacije. Ker člani sodelujejo pri določanju smotrov in ciljev, je njihova identifikacija s smotri in cilji sorazmerno visoka. Večja je motiviranost za doseganje smotrov in ciljev. Koordinacija dejavnosti za doseganje smotrov in ciljev je lažja, komunikacij je več, manj konfliktov, vsak član sam sebe usmerja k sprejetim smotrom in ciljem.
- Močna kultura pomeni v veliki meri skupne vrednote članov in s tem veliko pripadnost organizaciji. To daje članom visoko motivacijo za delo, delo zaposlene notranje motivira. Prevladuje prepričanje, da se splača delati za organizacijo.
- Organizacija z močno kulturo se lažje uči, posebej iz preteklosti.
- Skupni smotri in cilji, visoka motivacija in navdušujoče razmere omogočajo internalizacijo (ponotranjenje) kontrole pri zaposlenih. Zaposleni prostovoljno usmerjajo svojo dejavnost v doseganje organizacijskih smotrov in ciljev.

Kordiš (2016, str. 3) pa razlaga, da naj bi bila želja vseh nas biti ustvarjalen in kreativen pri snovanju novih inovacij, ponuditi jih kupcu ob pravem času in dobiti plačilo v dogovorjenem znesku in roku.

Organizacijska kultura lahko pospešuje ali pa tudi zavira učinkovitost in uspešnost podjetja. Stopnjo primernosti organizacijske kulture ocenjujemo z odgovori na vprašanja, kako organizacijska kultura pripeva k uspehu organizacije pri njenem delovanju in kako prispeva organizacijska kultura k blaginji ljudi v tej organizaciji (Ivanko, 2006, str. 273).

Predhodnik EFQM modela 2020 je Model odličnosti EFQM, katerega gradnik je zaposleni. Gradnik navaja, da organizacije cenijo svoje zaposlene in ustvarjajo takšno kulturo, ki omogoča vzajemno koristno doseganje ciljev organizacije in osebnih ciljev zaposlenih. Zaveda se, da inoviranje lahko velja za izdelke, procese, trženje, organizacijske strukture in poslovne modele. Ustvarjajo kulturo ustvarjalnosti in inovativnosti v celotni organizaciji, tako da zagotavljajo, da zaposleni razmišljajo odprto in se lahko hitro odzivajo na izzive, s katerimi se soočajo. Svoje zaposlene spodbujajo, naj bodo ambasadorji podobe in ugleda organizacije. Obvladujejo zaposlovanje, poklicni razvoj, mobilnost in nadomeščanje, podprte z ustreznimi politikami, ki zagotavljajo nepristranskost in enake možnosti za vse.(Model odličnosti EFQM, 2013. str. 13)
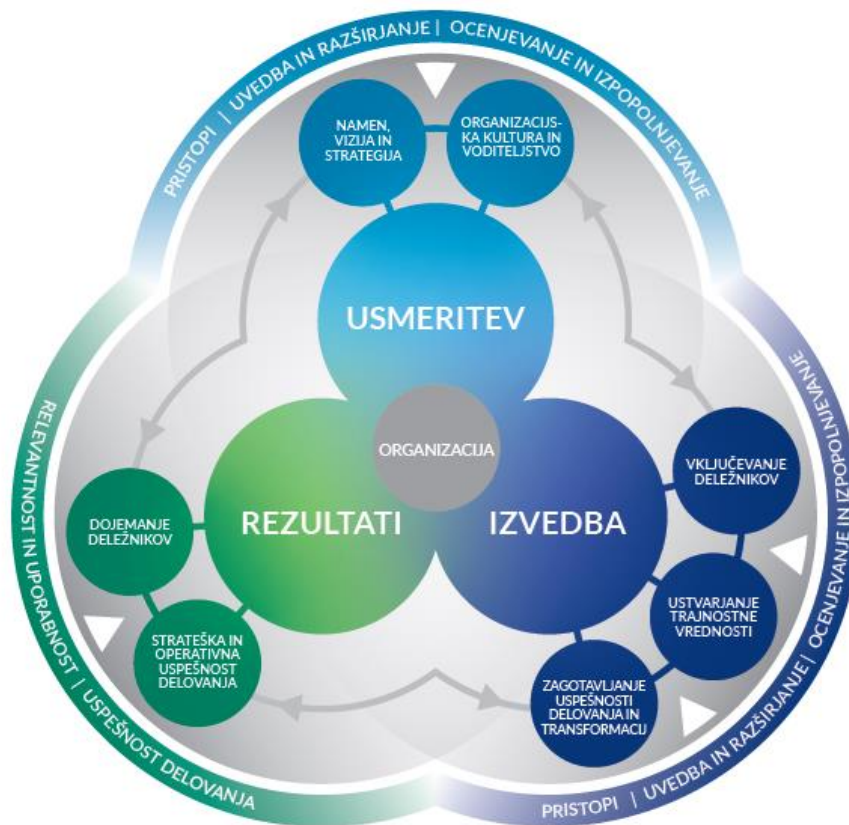

Slika 1. Model odličnosti EFQM 2013 (Model odličnosti EFQM 2013. str. 9).

Temeljna načela odličnosti po, Model odličnosti EFQM (2013, str. 4):
- Dodajanje vrednosti za odjemalce.
- Ustvarjanje trajnostne prihodnosti.
- Razvijanje sposobnosti organizacije.
- Spodbujanje ustvarjalnosti in inovativnosti.
- Vodenje z vizijo, navdihom in integriteto.
- Agilni menedžment.

- Doseganje uspehov z nadarjenostjo zaposlenih.
- Trajno doseganje izvrstnih rezultatov.

Glede na zgoraj navedene podatke, rečemo, da je Model odličnosti EFQM 2013 predhodnik Modela EFQM 2020. Ta je postavil ključne temelje za nadgradnjo. Modela se nadgrajujeta in dopolnjujeta. V nadaljevanju se osredotočimo na model EFQM 2020.

Slika 2. Model EFQM 2020 (SPIRIT Slovenija 2022).

Kot prikazuje slika 2 je Model EFQM 2020 sestavljen iz treh ključnih vej: usmeritev, izvedba in rezultati. Pri usmeritvi si postavimo vprašanje zakaj? Zakaj ta organizacija obstaja, kakšen je njen namen, zakaj uporablja določeno strategijo. Pri izvedbi si postavimo vprašanje kako nameravamo uresničiti namen in strategijo? Pri rezultatih nas zanima kaj je organizacija dosegla do sedaj in kaj ima namen doseči v prihodnosti. Sestavljen je iz sedmih meril:

- namen, vizija in strategija,
- organizacijska kultura in voditeljstvo,
- vključevanje deležnikov,
- ustvarjanje trajnostne vrednosti,
- zagotavljanje uspešnosti in delovanja transformacij,
- strateška in operativna uspešnost delovanja,
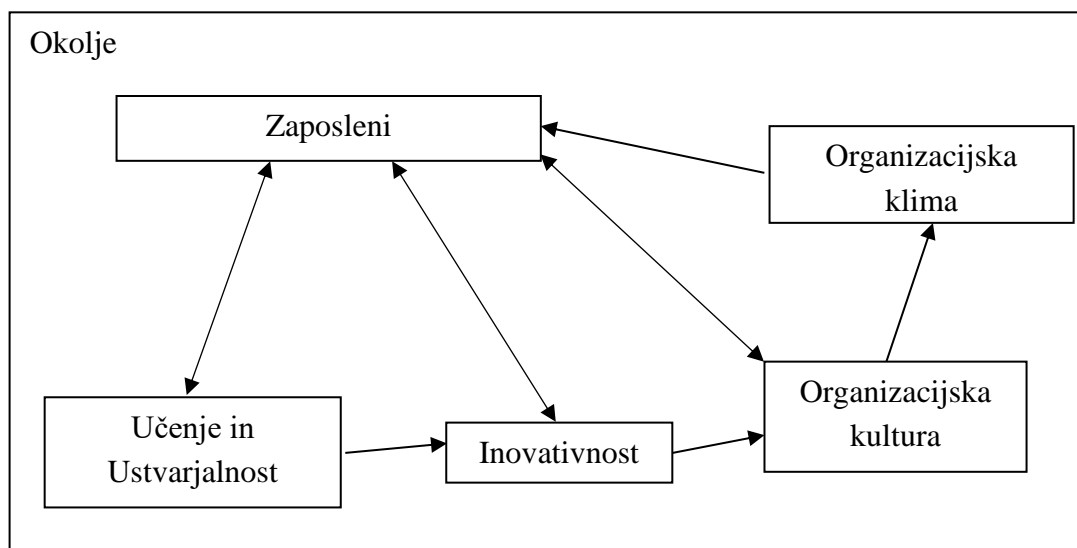- dojemanje deležnikov.

Merilo organizacijska kultura in voditeljstvo predstavim znotraj modela EFQM 2020. Znotraj tega modela so moj fokus omogočanje ustvarjalnosti in inovativnosti. Model govori o tem, da v praksi ugotavljamo, da izjemna organizacija razume pomen in koristi osredotočenosti na ustvarjalnost in inovativnost in disruptivno razmišljanje za doseganje svojega namena. Prav tako postavlja ambiciozne cilje, ki spodbujajo ustvarjalno, inovativno in disruptivno razmišljanje. Omogoča kulturo, ki spodbuja ustvarjalnost, inovativnost in disruptivno razmišljanje, v primeru napake pa hitro razume vzroke zanjo in spoznanja deli s celotno organizacijo, da bi preprečila ponovitev neuspeha. Z uporabo orodij in tehnik, ki olajšujejo izboljšave, razvija kulturo in pridobiva strokovno znanje, se vključuje v omrežja za učenje in sodelovanje, da lažje prepozna priložnosti za ustvarjalnost, inovativnost in disruptivno razmišljanje. Išče pa tudi priložnosti za primerjave z najboljšimi (ang »exeternal benchmarking«), da bi lahko ohranjala korak z novejšimi priložnostmi za inoviranje. (EFQM, 2020. str.15)

EFQM model temelji na temeljnih načelih ki so bistvo pri doseganju odličnih rezultatov. Govori o tem, kako sta ustvarjalnost in inovativnost koristna za razvoj organizacijske kulture. Organizacijsko kulturo, ki neguje vrednote organizacije, ki dopušča napake, razume vzroke za napake in spoznanja deli z celotno organizacijo.

3 Metoda

Podatke smo pridobili na podlagi zastavljenih vprašanj, ki so bila sestavljena v dveh sklopih. Prvi sklop je zajemal del ustvarjalnosti in inovativnosti, drugi sklop pa del organizacijske kulture. S tem smo želeli prikazati vidik zaposlenih na namembnost raziskave, t.j. vpliv ustvarjalnosti in inovativnosti na razvoj organizacijske kulture v organizaciji. Uporabili smo metodo spraševanja. Skupinska razprava je potekala z delovno ekipo zaposlenih. Vsem udeležencem smo predstavili ključne točke raziskave, namen raziskovanja in dodano vrednost raziskave. Pogovor je bil izveden izven delovnega časa, v sproščenem okolju in klimi, udeležencem je bila zagotovljena anonimnost oseb in strokovno ter profesionalno opisovanje rezultatov, razprave in končnega sklepa.

Za obdelavo podatkov raziskave smo uporabili kvalitativno metodo. Pridobljeno gradivo (komentarje, razmišljanja) smo uredili v celoto in zapiske metodično uredili v transkript. Pri urejanju gradiva smo upoštevali le tiste zapiske, ki so se nam zdeli relevantni. Iz raziskovalnih vprašanj smo določili enajst enot kodiranja, iz enot kodiranja pa pojme in kategorije, kjer pojme združujemo v kategorije. Nato izmed pojmov in kategorij izberemo tiste bistvene, ki na posamezno vprašanje vplivajo. V naslednjem koraku iščemo zvezo med kategorijami na ta način, da poudarimo ustvarjalnost in inovativnost ter vpliv na organizacijsko kulturo. Iz teh kategorij postavimo model raziskave in oblikujemo končno teorijo.

Slika 3. Osnovni model raziskave

Usmeritvena vprašanja smo oblikovali glede na prebrane reference, ki je našteta v tabeli 2. Predstavljena so bila v dveh sklopih. Prvi sklop je zajemal področje ustvarjalnosti in inovativnost, drugi sklop pa del organizacijske kulture. V razpravi smo delovni skupini – zaposlenim (šestim sodelavcem) postavili naslednja usmeritvena vprašanja:
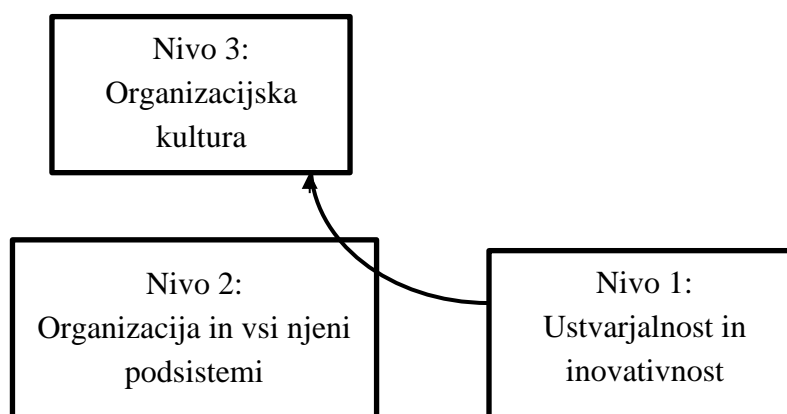
1. sklop:
- Ali procese in izdelke sistematično optimiziramo?
- Ali se pričakuje, da sodelujemo v procesu inovativnosti vsi deležniki?
- Ali lahko vplivam na proces inoviranja?
- Ali vodilni in vodstveni menedžment spodbujajo ustvarjalnost in inovativnost?
- Ali imam priložnost odločati o celovitosti področja ustvarjalnosti in inovativnosti?

2. sklop:
- Ali se uspešnost področja inovativnosti ocenjuje skladno s postavljenimi cilji?
- Ali se opravljeno delo stimulira oz. sankcionira?
- Ali nam vodilni in vodstveni menedžment pojasni, kakšna dodana vrednost pri našem delu se nagradi?
- Ali smo zadovoljni z osebnim in strokovnim razvojem?
- Ali se poslužuje sistem formalnega in neformalnega nagrajevanja?
- Ali so bolj obremenjeni z delom bolj nagrajeni?

Paradigmatski model (slika 4) je sestav vseh treh nivojev v smiselnem prikazu. Izhodišče raziskave govori, da sta ustvarjalnost in inovativnost resna pogoja za razvoj ustrezne, pozitivne organizacijske kulture v organizaciji. Na prvi nivo postavimo ustvarjalnost in inovativnost, na drugi nivo okolje delovanja in na tretji nivo organizacijsko kulturo. Iz modela se vidi, da lahko primarno ustvarjalnost in inovativnost preko okolja sistema vplivata na kulturo v organizaciji, to pa posledično vpliva na klimo in zadovoljstvo zaposlenih. Če

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Članek / Article

imamo v delovnem okolju zadovoljne zaposlene, se rezultati odražajo v učinkovitosti procesov in preostalih kazalnikih. Pozornost je lahko tudi usmerjena predvsem na povezavo zadovoljstva zaposlenih z rezultati pri delu. S tem postane ključno vprašanje, kako so organizacije sposobne zaposlenim omogočati njihov razvoj potenciala, uveljavljanjem znanja in idej ter s tem doseganja uspeha pri svojem delu. To namreč vpliva tako na zadovoljstvo pri delu kot tudi na uspešnost podjetja oz. poslovodstva.

Slika 4. Paradigmatski model

4 Rezultati in razprava

Pri pregledu referenc smo v tabeli 1 izpisali najpomembnejše avtorje in njihove ugotovitve na temo ustvarjalnosti in inovativnosti, ter s tem povezan razvoj organizacijske kulture. V tabeli 1 smo obarvali besede, ki so po našem mnenju ključne pri posameznem avtorju.

Tabela 1. Prikaz ugotovitev iz analiziranih referenc

Avtor (letnica)	Ključne ugotovitve
Pompe, A., (2011). Ustvarjalnost in inovativnost: nujnost sodobnega podjetništva.	**Ustvarjalnost** vodi k večji **samoizpolnitvi posameznika**. Z domišljijo presegamo meje, ki jih nismo poznali doslej.
Lipičnik, B., (2002). Organizacija podjetja	**Ustvarjalno obnašanje skupine se ne začne z idejami**, **ampak s problemi**. Zato si mora skupina sama postaviti problem, vprašanje, na katero bo odgovarjala, iskala rešitve. Lahko pa se skupinsko loti tudi postavljanja problema. Pri tem ne gre za izražanje mnenj, ampak za **produciranje idej,** rešitev
Zakšek, R., & Krajnc, B., (2021). Spodbujanje ustvarjalnosti in inovativnosti.	**Organizacija**, ki želi biti **učinkovita in uspešna mora** biti hkrati tudi **ustvarjalna in inovativna**. Zaposlene mora **spodbujati in motivirati k ustvarjalnem razmišljanju**. Za predloge pa jih mora tudi **pravično nagraditi**, kajti **motivirani ljudje so sposobni ustvarjati inovativne ideje.**
Model EFQM 2020	V praksi ugotavljamo, da izjemna organizacija **razume pomen in koristi osredotočenosti na ustvarjalnost in inovativnost** in disruptivno razmišljanje za doseganje svojega namena. Prav tako **postavlja ambiciozne cilje, ki spodbujajo ustvarjalno, inovativno in disruptivno razmišljanje. Omogoča kulturo, ki spodbuja ustvarjalnost, inovativnos**t in disruptivno razmišljanje, **v primeru napake pa hitro razume vzroke zanjo in spoznanja deli s celotno organizacijo**, da bi preprečila ponovitev neuspeha. Z uporabo orodij in tehnik, ki olajšujejo izboljšave, **razvija kulturo in pridobiva strokovno znanje**, se vključuje v omrežja za učenje in sodelovanje, da lažje **prepozna priložnosti za ustvarjalnost, inovativnost** in disruptivno razmišljanje. Išče pa tudi priložnosti za primerjave z najboljšimi (ang »exeternal benchmarking«), da bi lahko ohranjala korak z novejšimi priložnostmi za inoviranje.

Reference iz tabele 1 so bile osnova za postavitev naših usmeritvenih vprašanj.

Pri odnosnem kodiranju iščemo relacije med kategorijami. V tabeli 2 vidimo prikaz relacij med kategorijami.

Tabela 2. Prikaz relacij med kategorijami

1. nivo	Ustvarjalnost
2. nivo	Inovativnost
3. nivo	Organizacijska kultura

V povzetku transkripta (glej tabelo 3) prikazujemo elemente, kot so: enote kodiranja, skupni transkript, pojme in kategorije.

Tabela 3. Prikaz enot kodiranja, skupnega transkritpa, pojmov in kategorij

Enote kodiranja	Skupni transkript	Pojmi	Kategorije
1. Optimizacija procesov in izdelkov	A) Lahko bi jih hitreje. B) Da, zdi se mi, da smo na visokem nivoju. C) Predlagamo združitev več manjših izboljšav v eno.		
2. Pričakovanja organizacije	A) Da. B) Pri določenih procesih ne.		
3. Vpliv na inoviranje	A) Vsakodnevno razmišljam o tem. B) Da, seveda lahko. C) Če podajam ideje, me nadaljnje delo motivira.		
4. Spodbujanje ustvarjalnosti in inovativnosti	A) Da. B) Včasih tudi preveč. C) Nadrejene spodbujajo njihovi nadrejeni.		
5. Avtonomnost pri odločanju	A) Imam do določene mere. B) Da, ker svoje delo najbolje poznam. C) S pomočjo nadrejenih.	Kreativnost Vrednote, norme	
6. Vrednotenje uspešnosti	A) Verjetno se, ker dobro funkcionira. B) Da. C) Ne vedno.	Inovacije Zadovoljstvo	Ustvarjalnost Inovativnost
7. Odgovornost nagrajevanja	A) Imamo dober sistem nagrajevanja. B) Ne. C) Da, vendar ne za vse.	Spodbujanje Opolnomočenost	Organizacijska kultura
8. Razlaga nagrajevanja	A) Vedno mi razložijo. B) Se dogaja da se pozabi. C) Nekaterim da, nekaterim ne.		
9. Zadovoljstvo z razvojem	A) Lahko bi bilo boljše. B) Glede na druge organizacije nismo. C) Nekateri prejemajo več, kot si zaslužijo.		
10. Posluževanje nagrajevanja	A) Da, včasih je pohvala, včasih dodatna uspešnost.. B) Da, seveda. C) Menim, da je pravično.		
11. Nagrajevanje obremenjenosti	A) Ni res. B) Zahtevnejša dela morajo biti bolje plačana. C) Dodatna uspešnost je za dela, ki imajo večjo dodano vrednost..		

Tabela je strukturirana na podlagi enajstih usmeritvenih vprašanj. Iz usmeritvenih vprašanj smo izluščili ključne besede in jih definirali v enote kodiranja ter tako dobili osnovno informacijo o posameznem usmeritvenemu vprašanju. Zatem smo podane odgovore iz posameznega usmeritvenega vprašanja smiselno združili in jih optimizirane ustrezno priredili kot skupni transkript. Tako smo pridobili izhodišče za določitev ključnih besed oz. pojmov modela in na koncu kategorije kot gradnike raziskave. V tabeli je so povzete bistvene

informacije za oblikovanje modela in podajo ključnih ugotovitev. Skozi prizmo Modela odličnosti EFQM lahko vidimo, kako se informacije iz našega modela povezujejo z informacijami Modela odličnosti EFQM na način, kako so določeni dejavniki (npr.: zadovoljni zaposleni) in rezultati pomembni za ciklično delovanje procesa in da so ustvarjalnost, inovativnost in organizacijska kultura res pozitivno povezana.

V naši nalogi nas je zanimalo kako ustvarjalnost in inovativnost v podjetju vplivata na razvoj organizacijske kulture. Pogovarjali smo se z šestimi zaposlenimi iz različnih nivojev; 2 operaterja, 2 tehnika, 1 vodja in 1 tehnolog. Ugotovili smo, da spodbujanje ustvarjalnosti in inovativnosti v podjetju, daje večjo motivacijo za delo zaposlenim, hkrati pa zaradi zadovoljstva zaposlenih, ker tudi sami pripomorejo k razvoju in izboljšavam, ustvarja boljšo organizacijsko kulturo. Se pravi, da sta ustvarjalnost in inovativnost ključna elementa pri ustvarjanju dobre organizacijske kulture in hkrati je organizacijska kultura podjetja tista, ki svojim zaposlenim dovoli da se razvijajo, jih ustrezno motivira in vzpodbuja pri njihovem osebnostnem in poklicnem razvoju.

Vsi pregledani avtorji se strinjajo, da je ustvarjalnost in inovativnost zelo pomembna za organizacijo. Po analizi našega pogovora z fokusno skupino, lahko podamo isto mnenje. Ustvarjalnost in inovativnost je del dobre organizacijske kulture, ker daje zaposlenim zagon za delo, poleg tega je tisti zaposleni, ki hoče rešiti težavo najbolj inovativen, saj si želi, da bi njegovo delo potekalo brez težav. Zadovoljni zaposleni pa sestavljajo uspešno organizacijo.
Rezultati našega pogovora so pokazali sicer različna mnenja zaposlenih, verjetno zaradi tega, ker so pogovorno skupino sestavljali udeleženci iz različnih nivojev (operater, tehnik, tehnolog, vodja DE). Normalno je, da se mnenja ljudi razlikujejo, ker tudi vsak posameznik različne stvari interpretira drugače, pomembno pa je, da so zaposleni zadovoljni s svojim delom, tisti, ki pa niso, da imajo možnost to spremeniti. To, da je organizacija sposobna prepoznati in reagirati, ko zaposleni ni več motiviran za svoje delo je posledica dobre organizacijske kulture podjetja, kar je po našem mnenju zelo pomembno. Zaključimo lahko z mislijo, da po našem mnenju ustvarjalnost in inovativnost vplivata na razvoj organizacijske kulture.

5 Zaključek

Avtorji si pojem organizacijska kultura razlagajo vsak na svoj način, je širok pojem, ki pomeni veliko. Organizacijska kultura nekega podjetja je po mojem mnenju tako kot srčna mišica v človeškem telesu. Brez nje ne gre, brez nje podjetja ne funkcionirajo zdravo. Tako kot ljudje, ki ne moramo živeti brez srca, podjetje ne zaživi in ne raste brez uveljavljene organizacijske kulture. V današnjem svetu, ki se hitro spreminja, moraš biti v vsakem trenutku pripravljen na spremembe, ki so včasih tudi radikalne. Če imaš znotraj organizacije implementiran sistem, ki vedno znova išče nove rešitve si na dobri poti k odličnosti.

Ugotovili smo, da se organizacija mora ukvarjati z svojimi zaposlenimi, jih vzpodbujati in

motivirati, da iz sebe dajo največ kar lahko, pomembno je tudi zadovoljstvo zaposlenih in dobro delovno okolje. Če se v svojem okolju počutimo dobro, smo bolj samozavestni, več si upamo in tudi tako lahko več ustvarjamo in inoviramo. Z našo raziskavo smo ugotovili, da je zelo pomembna tudi korektnost med sodelavci in pa timsko delo, da vzpodbujamo en drugega, si pomagamo, se pogovarjamo med seboj, tako se najde veliko rešitev za probleme in te rešitve predstavljajo ustvarjalnost in inovativnost v organizaciji.

V naši raziskavi smo ugotovili da je obravnavana organizacija usmerjena v ustvarjalnost in inovativnost in, da se zaveda, da je tudi to ključno za doseganje dobrih poslovnih rezultatov.

Predlagamo, da organizacija vloži več truda k uresničitvi inovativnih predlogov, pa tudi da več manjših izboljšav združujejo v eno in jih časovno kar se da hitro implementirajo v delovni prostor. Od predloga do izvedbe namreč preteče preveč časa, zato je ta predlog ključen za rast organizacije in zadovoljstvo svojih zaposlenih. Prav tako pa ima vodja ogromno težo, saj je po mnenju fokusne skupine prav on tisti, ki najbolj spodbuja svoje zaposlene pri ustvarjanju in inovativnosti. Svetujemo, da vodje dajejo več poudarka na stik, pogovor s sodelavci, ter, da sodelavcem izrazijo zaupanje in jim tako povečajo samozavest in zadovoljstvo.

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Abstract:

The Influence of Creativity and Innovation on the Development of Organizational Culture

Research Question (RQ): Do creativity and innovation influence the development of organizational culture?

Purpose: Based on a group discussion with a focus group in the selected organization, find out how creativity and innovation influence the development of organizational culture?

Method: Qualitative method: group discussion. We obtained the data based on the questions asked. We used the questioning method. A group discussion was held with the work team of employees.

Results: The results of the research showed that organizational culture strongly depends on the creativity and innovation of employees in economic activity, and that organizational culture has a significant impact on the success of the organization's operations.

Organization: Successful organizations recognize the impact of creativity and innovation on organizational culture and, consequently, on successful operations and organizational development as well as employee satisfaction.

Society: The research will provide society with an insight into the field of creativity, innovation and the development of organizational culture. The results of the research show that creativity and innovation are positively related to organizational culture in the selected organization, which could also mean similarity in industries or society more broadly.

Originality: This is the first research of its kind in a selected organization with such a focus group, which was prepared with the aim of creating more favorable working conditions and, consequently, more successful management.

Limitations/Future Research: We limited ourselves to the selected economic activity. It is a pilot study in a selected organization. Further research can be developed on a wider population in various economic activities, on the national level, on international organizations, etc.

Keywords: creativity, innovation, organization, organizational culture, employees, organizational performance.