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SONARAVNO DELOVANJE**

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z naslovom

# Raziskovanje in družbeno odgovorno sonaravno delovanje

*Zbornik povzetkov*

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17. marec 2022

na daljavo v MS Teams okolju

Boris Bukovec, urednik

**Raziskovanje in družbeno odgovorno sonaravno delovanje**  
zbornik povzetkov

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Prof. dr. Boris Bukovec

**Založila:** Fakulteta za organizacijske študije v Novem mestu

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# Ustanovitev sistema naravnih parkov Slovenije in njihova razglasitev

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**Raziskovalno vprašanje (RV):** Varstvo biološke raznovrstnosti je v Sloveniji problem, ki ima tudi globalne razsežnosti, vendar Slovenija tega ne rešuje optimalno in s tem izgublja velike potencialne.

**Namen:** Namen raziskovanja je razglasitev biotopov, omenjenih v 68. členu Zakona o divjadi in lovstvu, za narodne parke. Najbolj pomembni naravni biotopi so danes neustrezno zaščiteni. Namen razglasitve je institucionalno varovanje ogroženih vrst in njihovega življenjskega okolja.

**Metoda:** Cilj dosežemo z javno strokovno razpravo o teoretičnih vprašanjih ogroženosti medveda in volka in njihovih biotopov in tega ne prepustimo samo interesnim skupinam, ki imajo ozke pristranske interese. Ta trenutek je v DZ hitri zakonodajni postopek za spremembo Zakona o divjadi in lovstvu, ki naj bi ukinil 68. člen zakona, v katerem so navedena lovišča posebnega namena, ki predstavljajo najbolj ohranjene in z biološko raznovrstnostjo bogate biotope. Ta sprememba lahko omogoči privatizacijo teh območij in onemogoči razglasitev teh območij za narodne parke Slovenije, kjer bo lov prepovedan.

**Rezultati:** Ta raziskava naj prispeva k drugačnemu gledanju na ogroženost biotske raznovrstnosti. Dva značilna primera neodgovornega pojmovanja je predlog za odstrel 222 medvedov v naslednjih treh letih in preventivni že izvedeni odstrel 19.000 divjih prašičev v zadnjem letu. Organizacija: Raziskava naj bi bila pomagala pri usklajevanju naše zakonodaje na tem področju s pozitivnim EU direktivami in opozorila na neprimerna izplačila finančnih podpor državam članicam, v katerih varstva ogroženih vrst ne izvajajo. Družba: Zaradi klimatskih sprememb se skrajšuje čas zimske hibernacije medvedov, ki jih sili v iskanje hrane v bližini naselij. Prihaja do neželenih srečanj s človekom in posledično do občutka, da je zveri enormno preveč in je izgovor za njihov odstrel. Delno je vzrok za pomanjkanje hrane tudi odločitev Evropske komisije, ki omejuje tradicionalno hranjene zveri v gozdu in pretirana prisotnosti človeka v njihovem habitatu. Kolesarjenje, rekreacija, sprehajanje psov, nabiranje gob so moteči dejavniki ki onemogočajo zverem umik na otoke miru Zato je potrebna ustanovitev in razglasitev narodnih parkov kot otokov miru.

**Originalnost:** Novo v tej raziskavi je, da bodo po štiridesetih letih razglašeni narodni parki potem, ko je bila zadnja razglasitev edinega Triglavskega nacionalnem parka. Vrednost oz. originalnost raziskave je, da je to ena zadnjih prilik za ohranitev ogroženih najbolj dragocenih naravnih biotopov.

**Omejitve/nadaljnje raziskovanje:** vzpostavitev naravnih koridorjev med naravnimi biotopi v Sloveniji in v Evropi (posebej v Alpah in na Balkanu).

**Ključne besede:** medved, volk, narodni park, ogroženost, biotop, privatizacija, javni interes, EU.

\*\*\*

**Dr. Leo Šešerko** se je rodil leta 1948. Študiral je sociologijo na Fakulteti za sociologijo, politične vede in novinarstvo in filozofijo na Filozofski fakulteti v Ljubljani. Leta 1982 pa doktoriral na oddelku za filozofijo FF v Ljubljani. Zaposlil kot asistent, docent in izredni profesor na Fakulteti za družbene vede v Ljubljani, kjer je bil od 1987 do 1989 prodekan fakultete. Od leta 2008 kot docent in izredni profesor predava Okoljsko sociologijo in Okoljsko ekonomiko na Fakulteti za varstvo okolja v Velenju. Je aktiven član REFORM Group in Netzwerks zu internationalen Konventionen des Biodiversitätsschutzes.

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## Establishment of the System of Natural Parks of Slovenia and their Proclamation

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**Research question (RQ):** The protection of biological diversity is a problem in Slovenia that also has a global dimension, but Slovenia does not solve it optimally and thus loses great potential.

**Purpose:** The purpose of the research is to declare the biotopes mentioned in Article 68 of the Game and Hunting Act as national parks. The most important natural biotopes today are inadequately protected. The purpose of the proclamation is the institutional protection of endangered species and their habitats.

**Method:** The goal is achieved through a public expert discussion on theoretical issues of endangerment of bears and wolves and their biotopes, and we do not leave this only to stakeholders who have narrow biased interests. At the moment, the National Assembly is in the process of a quick legislative procedure to amend the Game and Hunting Act, which is supposed to repeal Article 68 of the Act, which lists special purpose hunting grounds that represent the best preserved and biodiversity-rich biotopes. This change may enable the privatization of these areas and prevent the declaration of these areas as national parks of Slovenia, where hunting will be prohibited.

**Results:** This research should contribute to a different view of the threat to biodiversity. Two typical examples of irresponsible perceptions are the proposal to kill 222 bears over the next three years and the preventive already carried out shooting of 19,000 wild boars in the last year. Organization: The research should help harmonize our legislation with positive EU directives and draw attention to inappropriate payments of financial support to Member States by EU that do not implement the protection of endangered species appropriately. Society: Climate change is shortening the winter hibernation of bears, forcing them to search for food near human settlements. There are unwanted encounters with humans and consequently a feeling that the bears are enormously too many and is an excuse to shoot them. The lack of food is partly due to a decision by the European Commission, which restricts traditionally fed carnivores in the forest and the excessive presence of humans in their habitat. Cycling, recreation, walking dogs, picking mushrooms are disturbing factors that prevent wild animals to live in wild heaven. Therefore, it is necessary to establish and declare national parks.

**Originality:** National parks will be finally declared 40 years after Triglav National Park, the only one in Slovenia, was proclaimed. The research is one of the last opportunities to preserve the most endangered natural biotopes.



**Further research:** Establishment of natural corridors between natural biotopes in Slovenia and Europe (especially in the Alps and the Balkans).

**Keywords:** bear, wolf, national park, endangerment, biotope, privatization, public interest, EU.

\*\*\*

**Dr. Leo Šešerko** was born in 1948. He studied sociology at the Faculty of Sociology, Political Science and Journalism and Philosophy at the Faculty of Arts in Ljubljana. In 1982 he received his doctorate from the Department of Philosophy at the Faculty of Arts in Ljubljana. He was employed as an assistant, assistant professor and associate professor at the Faculty of Social Sciences in Ljubljana, where he was vice-dean of the faculty from 1987 to 1989. Since 2008 he has been teaching Environmental Sociology and Environmental Economics at the Faculty of Environmental Protection in Velenje as an assistant professor and associate professor. He is an active member of the REFORM Group and Networks of International Biodiversity Conventions.

\*\*\*

# Srebrno odprto inoviranje kot odgovor na izzive dolgožive družbe

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**Raziskovalno vprašanje (RV):** Vsak človek bi naj imel možnost živeti dolgo in zdravo življenje. Pri tem življenje ponuja tako koristi, kot tudi pasti, saj so lahko okolja, v katerih živimo, zdrava, ali pa človeku škodljiva. Življenjska okolja imajo tudi velik vpliv na naše vedenje in izpostavljenost zdravstvenim tveganjem (npr. onesnaženost zraka), dostop do storitev (npr. zdravstvena oskrba) ter priložnosti, ki jih prinaša staranje (npr. srebrna ekonomija).

**Namen:** Evropska unija se sooča z hitrim staranjem prebivalstva, obenem jo pesti znatno povečana hitrost življenja, ki na ljudi vpliva v obliki povečanega stresa. V dobi digitalizacije smo se znašli na razpotju, ko ob neoliberalistični zavezanosti k profitu na obrobje potiskamo človekovo zdravje in dostojanstvo. Demografsko-socialno-ekonomski vrtiljak ima tudi pozitivne učinke in priložnosti, predvsem ko govorimo o srebrni ekonomiji in njenih razvojnih potencialih.

**Metoda:** Iskanje in razvrščanje virov smo izvedli po protokolu PRISMA-P (63 raziskovanih virov, od katerih smo jih v članku uporabili 19), izvedli primerjalno analizo izbranih virov ter skozi lastno raziskovanje in dognanja ponudili rešitev za opredeljene probleme.

**Rezultati:** Naložbe v duševno zdravje so bistvenega pomena za vzdržnost zdravstvene in socialnoekonomske politike Evrope in posledično Slovenije. Nacionalne politike in ukrepe na področju duševnega zdravja v Sloveniji predstavljata Zakon o duševnem zdravju in podzakonski akt Resolucija o nacionalnem programu duševnega zdravja 2018-2028 medtem ko problematiko aktivnega staranja in dolgožive družbe obravnava Strategija dolgožive družbe.

**Organizacija:** Stres kot ena največjih zdravju škodljivih civilizacijskih nevarnosti 21. stoletja, ki se iz aktivnega prenaša v po upokojitveno obdobje posameznika, ima vpliv na duševno zdravje starejših. Dolgoročno ima stres znaten vpliv na kognitivne sposobnosti in možgane nasploh. Družba: Aktivno udejanjanje ukrepov in politik dolgožive družbe, aktivnega staranja in duševnega zdravja je temeljnega pomena za pozitiven vpliv na zdravje in dobro počutje starejših. Originalnost: Kot odgovor na izzive dolgožive družbe, aktivnega staranja ter vplive

na duševno zdravje in dobro počutje starejših predstavljamo model odprtih srebrnih inovacij po principu peterne inovacijske vijačnice. Omejitve/nadaljnje raziskovanje: Opremljene izzive smo obravnavali skozi pregled strokovnih virov in politik za rast srebrne ekonomije, aktivnega staranja in dolgožive družbe. Raziskovanje nadaljujemo na področjih pametne specializacije, pametnega in konkurenčnega podeželja ter projektnim modeliranjem pri iskanju inovativnih rešitev na področju srebrne ekonomije.

**Ključne besede:** dolgoživa družba, aktivno staranje, duševno zdravje, ageizem, stres, srebrna ekonomija.

\*\*\*

**Marko Kac** je diplomirani ekonomist, strokovnjak za projektni menedžment, strateško načrtovanje, inovativnost in podjetništvo, trajnostni in regionalni razvoj, turizem, razvoj podeželja ter marketing in odnose z javnostmi, s široko paleto mednarodnih izkušenj v državah EU in predpristopnih državah. Svojo 25-letno kariero nadgrajuje z magistrskim študijem socialne gerontologije in vključevanjem profesionalnih izkušenj v kreativne rešitve na področju srebrne ekonomije.

\*\*\*

**Zasl. prof. ddr. Marija Ovsenik** je redna profesorica in strokovnjakinja na področju organizacije, ravnanja z ljudmi in socialne gerontologije. Doktorirala je na Fakulteti političnih ved Veljko Vlahović v Sarajevu in na Fakulteti za organizacijske študije v Novem mestu, na Univerzi v Ljubljani pa je opravila specializirano izobraževanje na področju menedžmenta človeških virov v neprofitnih organizacijah. Leta 1996 ji je Ministrstvo za delo, družino in socialne zadeve podelilo nagrado za izjemne uspehe na področju socialnega varstva.

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## Silver Open Innovation as Response to the Challenges of Long-Lived Society

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**Research Question (RQ):** Every human being should have the opportunity to live a long and healthy life. In doing so, life offers both, benefits and pitfalls, as the environments in which we live can be healthy or harmful to humans. The living environment also has a major impact on our behaviour and exposure to health hazards (e.g., air pollution), access to services (e.g., health care) and the opportunities that come along with aging (e.g., the silver economy)

**Purpose:** The European Union is facing a rapidly aging of population, while at the same time suffering from a significantly increased pace of life, which is affecting people in the form of increased stress. In the age of digitalisation, we find ourselves at a crossroads, pushing human health and dignity to the margins with a neoliberal commitment to profit. The demographic-socioeconomic carousel also brings positive effects and opportunities, especially when taking into account the silver economy and its development potentials.

**Method:** We searched for and classified sources according to the PRISMA-P protocol (63 research sources, of which 19 were used in the article), performed a comparative analysis of selected sources and offered solutions to the identified problems through our own research and findings.

**Results:** Investing in mental health is essential for the sustainability of health and socio-economic policies in Europe and, consequently, in Slovenia. National policies and measures in the field of mental health in Slovenia are represented by the Mental Health Law and the executive act Resolution on the National Mental Health Program 2018-2028, while the issue of active aging and long-lived society is addressed by the national Long-lived Society Strategy.

**Organization:** Stress as one of the greatest threats to the health of civilization in the 21st century has an impact on the mental health of the elderly, which is transferred from the active to the retirement period of the individual. In the long term, stress has a significant impact on cognitive abilities and brain functionality in general.

**Society:** The active implementation of these policies is fundamental to the positive impact on the health and well-being of older people.

**Originality:** In response to the challenges of a long-lived society, active aging and the impact on the mental health and well-being of the elderly, we present a model of open silver innovation based on the principle of the quintuple helix innovation model.

**Limitations / further research:** Research limitations and suggestions for further research. We address the identified challenges through a review of professional resources and policies for the growth of the silver economy, active aging and a long-lived society, continuing our

research in the areas of smart specialization, smart and competitive rural areas and project modelling in a search for innovative solutions in the field of silver economy.

**Keywords:** long-lived society, active aging, ageism, mental health, stress, silver economy

\*\*\*

**Marko Kac** is an expert for project management, strategic planning, innovation and entrepreneurship, sustainable, regional and rural development, tourism and marketing & PR, with a wide range of international experiences within the EU and pre-accession countries. Holding a Bachelor's degree in Business Management, he is upgrading his 25-year career with a master's degree in social gerontology and incorporating professional experience into creative solutions in the field of silver economy.

\*\*\*

**Professor Emeritus Marija Ovsenik, PhD** is a professor and expert on the field of organisation, human resource management and social gerontology. She earned her PhD at the Faculty of political studies Veljko Vlahovič in Sarajevo and at the Faculty of Organisation studies in Novo mesto, received specialised training on human resource management in non-profit organisations at the University of Ljubljana. In 1996 she was awarded the prize for outstanding achievements in social protection by the Ministry of Labour, Family and Social Affairs

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# Vpliv lastnosti članov sveta delavcev na njihove odnose z menedžmentom

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

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

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

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

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

**Organizacija:** Na osnovi izsledkov raziskave smo definirali lastnosti članov sveta delavcev, ki prispevajo k ustvarjanju sodelovalnih odnosov z menedžmentom. Krepitev teh lastnosti

posameznika lahko pripomore k njegovemu proaktivnemu pristopu k uresničevanju delavskega soupravljanja in zavestni gradnji dobrih odnosov z menedžmentom.

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

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

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

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

\*\*\*

**Mari Božič** je diplomirana ekonomistka, specialistka poslovne ekonomije, magistrica znanosti s področja menedžmenta in doktorica znanosti s področja medežmenta kakovosti. Razpolaga s tehničnim znanjem s področja kemijske dejavnosti, ki ga pridobila v srednji kemijski šoli. Nadgradila ga je z izkušnjami, ki jih je pridobila z vodenjem zaposlenih in organizacijo dela tako na področju proizvodnje kot tudi razvoja in raziskav. Je članica sveta delavcev, članica predsedstva Združenja svetov delavcev Slovenije in certificirana notranja presojevalka sistema vodenja kakovosti. Njeno raziskovalno zanimanje se nanaša na zaposlene, njihove avtopoietične lastnosti in organizacijsko energijo ter na medsebojne odnose v organizaciji. Sodeluje na konferencah ter objavlja članke v strokovnih in znanstvenih publikacijah.

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

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

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

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

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

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

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

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

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

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

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

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# Manifestacije islamofobije v času soočanja s covidom-19

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**Raziskovalno vprašanje (RV):** Ali se je raven islamofobije v času soočanja s covidom-19 povečala in v kakšnih oblikah se je islamofobija manifestirala v omenjenem obdobju?

**Namen:** Namen pričujočega članka je skozi sistematični pregled literature ugotoviti, kako se je islamofobija manifestirala v času soočanja s covidom-19 in v kakšnih oblikah se je islamofobija v omenjenem obdobju manifestirala.

**Metoda:** Opravljen je bil sistematičen pregled literature na temo islamofobije v času soočanja s covidom-19 v naslednjih bazah podatkov: Scopus, ProQuest Dissertations & Theses Global, Web of Science, Google Scholar, Base (Open Access), Springer Nature, JSTOR, ScienceDirect, SAGE, Wiley Online Library in Emerald. Dodatne članke iz drugih virov smo odkrili s preučevanjem referenčnih seznamov literature, najdenih med iskanjem po bazi podatkov.

**Rezultati:** Na podlagi meril za vključitev in izključitev je bilo v sistematični pregled literature vključenih 19 člankov, objavljenih v angleškem jeziku v obdobju med januarjem 2020 in januarjem 2022. Ugotovili smo, da se je raven islamofobije v času soočanja s covidom-19 povečala in da se je islamofobija v času popolnega zaprtja družbe premaknila na spletne medije, vendar je hkrati ostal prisoten tudi v fizični obliki.

**Organizacija:** Čeprav so posledice pričujoče raziskave za organizacije posredne, lahko poznavanje manifestacij islamofobije v času soočanja s covidom-19 delodajalcem omogoči razumevanje stiske muslimanov, zaposlenih v organizacijah, in jim omogoči, da sprejmejo posebne ukrepe za lajšanje psiholoških stisk zaposlenih muslimanov.

**Družba:** Pomembno je, da si družba prizadeva za mirno sobivanje in medsebojno razumevanje v pluralistični, demokratični družbi ter si še naprej prizadeva zmanjševati islamofobijo (v kakršni koli obliki), sovražni govor in zločine iz sovraštva proti muslimanom ter obsoja vse oblike diskriminacije in preganjanje muslimanov.

**Originalnost:** Izvirnost raziskave se odraža v temeljitem sistematičnem pregledu razpoložljive literature s področja islamofobije v času soočanja s covidom-19. Tema članka, ki je relativno nova in posledično premalo raziskana, se je osredotočila na preučevanje vzpona in pojavov islamofobije v času soočanja s covidom-19, da bi identificirali pomembne družbene izzive za nastajajoče izzive.

**Omejitve/nadaljnje raziskovanje:** Kot omejitev naše študije moramo izpostaviti razmeroma majhno količino relevantne literature na preučevano tematico, kar je posledica relativno kratkega obdobja preučevanja islamofobije v času soočanja s covidom-19. Predlagamo, da se za nadaljnje raziskave raziskovalci osredotočijo tudi na manifestacijo islamofobije v času soočanja s covidom-19 v fizični obliki, saj so se različne raziskovalne študije, ki smo jih lahko našli in ovrednotili za ta sistematični pregled literature, osredotočale predvsem na posledice islamofobije, kot se je manifestirala na spletu.

**Ključne besede:** Islamofobija, COVID-19, muslimani, družbeni mediji, fizični napadi, sistematični pregled, sovražni govor, zločini iz sovraštva.

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## Manifestations of Islamophobia during COVID-19

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**Research Question (RQ):** Did the level of Islamophobia increase during the COVID-19, and in what forms did Islamophobia manifest during the mentioned period mentioned?

**Purpose:** This article aims to find out, through a systematic review, how Islamophobia has manifested during the COVID-19 and in what forms did Islamophobia manifest during the mentioned period.

**Method:** A systematic review of Islamophobia during the COVID-19 was conducted in the following databases: Scopus, ProQuest Dissertations & Theses Global, Web of Science, Google Scholar, Base (Open Access), Springer Nature, JSTOR, ScienceDirect, SAGE, Wiley Online Library, and Emerald. Additional articles from other sources were identified by examining reference lists of studies found during database searches.

**Results:** Based on inclusion and exclusion criteria, our systematic review found 19 articles published in English between January 2020 and January 2022. We found that the level of Islamophobia jumped during the COVID-19 and that Islamophobia shifted to online media during the strict lockdown but remained present in physical form.

**Organization:** Although the implications of the research for organizations are indirect, knowledge of the manifestations of Islamophobia during the COVID-19 may provide employers with an understanding of the plight of Muslims employed in organizations and enable them to take specific measures to alleviate the psychological distress of their Muslim employees.

**Society:** It is important for society to work for peaceful coexistence and mutual understanding in a pluralistic, democratic society and to make additional efforts to reduce the level of Islamophobia (in whatever form), hate speech and hate crimes against Muslims and to condemn all forms of discrimination and persecution against Muslims.

**Originality:** The originality of the research is reflected in a thorough systematic review of the available literature in the field of Islamophobia at the time of COVID-19. The article's topic, which is relatively new and consequently under-researched, focused on examining the rise and manifestations of Islamophobia during the COVID-19 to identify relevant societal challenges to the emerging challenges.

**Limitations / further research:** As a limitation of our study, we must point out the relatively small amount of relevant literature on the studied topic, which is due to the relatively short period of study of Islamophobia in the COVID-19 period. We suggest that for further research, researchers should also focus on the manifestation of Islamophobia during the COVID-19 period in physical form, as the various research studies that we were able to find and evaluate for this systematic review focused mainly on the online implications of Islamophobia.

**Keywords:** Islamophobia, COVID-19, Muslims, social media, physical attacks, systematic review, hate speech, hate crimes.

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# Gradniki modela stalnega poklicnega razvoja fizioterapevtov v primarnem zdravstvenem varstvu

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**Raziskovalno vprašanje (RV):** Kateri so notranji in zunanji gradniki, ki spodbujajo (omogočajo), ali ovirajo stalni poklicni razvoj (SPR) fizioterapevtov v primarnem zdravstvenem varstvu.

**Namen:** Primarno (osnovno) zdravstveno varstvo je prva organizacijska raven zdravstvenega varstva, katere sestavni del je fizioterapija, ki je drugače organizirana kot na sekundarni ali terciarni ravni. Prav ta organiziranost pa vpliva na SPR fizioterapevtov na primarni zdravstveni ravni. SPR je izraz, ki se navadno uporablja za označevanje procesa stalnega izobraževanja in razvoja zdravstvenih delavcev, od končanega izobraževanja za dosego strokovnega naziva do konca poklicnega življenja, z namenom ohranjanja usposobljenosti za opravljanje dejavnosti in povečanja strokovne usposobljenosti in strokovnega znanja. SPR je torej strokovni imperativ vsakega zdravstvenega delavca, tako tudi fizioterapevta, hkrati pa je tudi pogoj za dvig kakovosti zdravstvene oskrbe. Namen pregleda literature bo opredeliti notranje (posameznik in njegovo mikrookolje) in zunanje (zakonodaja, Ministrstvo za zdravje, delodajalci, strokovna združenja) gradnike, ki spodbujajo (omogočajo), ali ovirajo stalni SPR fizioterapevtov v primarnem zdravstvenem varstvu.

**Metoda:** Za pregled literature bo uporabljen integrativni pregled objavljene znanstvene in strokovne literature v podatkovnih bazah PubMed, Medline, Cinhal, Web of Science, ProQuest in Cochrane Library (2012-2022), pa tudi iskanje po izobraževalnih revijah in spletnih straneh fizioterapevtskih strokovnih združenj in zvez. Znanstvene in strokovne literature na temo SPR v fizioterapiji relativno malo, zato bo veliko informacij ekstrapoliranih iz raziskav v medicini, zdravstveni negi in šolstvu. Uporabljeni angleški deskriptorji v različnih kombinacijah bodo: stalni poklicni razvoj, primarno zdravstveno varstvo, fizioterapija, motivatorji, ovire, upravljanje, priložnosti, odgovornosti, zunanji dejavniki in notranji dejavniki. Izbira bo vključevala od študij primerov do randomiziranih kontroliranih raziskav, preglede literature, sistematične preglede, opazovalne vzdolžne in presečne raziskave in dokumente s fizioterapije in drugih zdravstvenih področjih, povezanih z zdravstvom. Vključeni bodo članki v slovenskem in angleškem jeziku.



**Rezultati:** Predstavljena bo zgodovina SPR fizioterapevtov, modeli SPR in razlike med obveznim in prostovoljnim SPR, notranji in zunanji gradniki SPR, ki ga spodbujajo ali ovirajo. Ugotovitve bodo podlaga za sestavo kvantitativne in kvalitativne raziskave o gradnikih SPR fizioterapevtov v primarnem zdravstvenem varstvu Slovenije.

**Organizacija:** Fizioterapevti, ki so vpeti v SPR, imajo več kompetenc, so učinkovitejši in lažje sodelujejo v delovnih skupinah in interdisciplinarnih timih.

**Družba:** Razmišljamo o dveh vidikih. Prvič, da se bolnikom, ki imajo kakovostno fizioterapevtsko obravnavo (le-to zagotavlja SPR), skrajša čas absentizma in zmanjša pojavnost prezentizma, zmanjšajo se posledice bolezni, s tem pa obremenitev zdravstvenega in socialnega sistema. Drugič, da so fizioterapevti del družbe in predvidevamo, da so tisti, ki se stalno poklicno izpopolnjujejo, bolj zadovoljni, s tem pa je zadovoljnejši tudi del družbe.

Izvirnost: Širšega pogleda na SPR fizioterapevtov še nimamo. Raziskava bo ponudila aktualen vpogled v zunanje in notranje gradnike, ki spodbujajo ali zavirajo SPR fizioterapevtov. Dobljene podatki bodo osnova za oblikovanje modela SPR v fizioterapevtov v Sloveniji.

**Omejitve/nadaljnje raziskovanje:** Raziskava bo usmerjena le na fizioterapevte, zato bo v prihodnje dobro nadaljevati tudi za druge zdravstvene delavce in oblikovati enoten model SPR.

Ključne besede: stalni poklicni razvoj, motivacija, fizioterapevti, učenje, primarno zdravstveno varstvo, model.

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**Branka Slakan Jakovljević** je univerzitetna diplomirana organizatorica dela ter višja fizioterapevtka s specializacijo iz manualne terapije. Kot fizioterapevtka in manualna terapevtka je zaposlena v Medimanus, d. o. o., kjer opravlja tudi funkcijo direktorice podjetja. Dvajset let sodeluje s Strokovnim združenjem fizioterapevtov Slovenije. Pod njihovim okriljem izvaja avtorske učne delavnice, namenjene izpopolnjevanju fizioterapevtov v praksi, ki so del SPR fizioterapevtov v Sloveniji. Je doktorska študentka na Fakulteti za organizacijske študije v Novem mestu.

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## Building Blocks of the Continuous Professional Development Model for Physical Therapists in Primary Care Settings

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**Research Question (RV):** What are the internal and external building blocks that promote (enable) or hinder continuing professional development (CPD) of primary care physical therapists.

**Purpose:** primary (basic) health care is the first organizational level of health care, which includes physiotherapy, which is organized differently from secondary or tertiary levels. this organization influences the CPD of physiotherapists at the primary health care level. CPD is a term commonly used to describe the process of continuing education and development of health professionals, from completed education to achieve a professional title to the end of professional life, in order to maintain competency and increase professional skills and expertise. CPD is therefore a professional imperative of every healthcare professional, including a physiotherapist, and at the same time a condition for raising the quality of healthcare. The purpose of the literature review will be to identify internal (individual and his microenvironment) and external (legislation, Ministry of Health, employers, professional associations) building blocks that promote (enable) or hinder the permanent CPD of physiotherapists.

**Method:** An integrative review of published scientific and professional literature in PubMed, Medline, Cinhal, Web of Science, ProQuest and Cochrane Library databases (2012-2022) will be used for narrative literature review, as well as searches of educational journals and websites of physiotherapeutic professional associations and alliances. There is relatively little scientific and professional literature on CPD in physiotherapy, so much information will be extrapolated from research in medicine, nursing, and education. The English descriptors used in different combinations will be continuous professional development, physiotherapy, motivators, barriers, management, opportunities, responsibilities, external factors and internal factors. The selection will include from case studies to randomized controlled trials, literature reviews, systematic reviews, observational longitudinal and cross-sectional studies, and papers from physiotherapy and other health-related health fields. Articles in Slovene and English will be included.

**Results:** The history of CPD of physiotherapists, models of CPD, and the differences between mandatory and voluntary CPD, internal and external building blocks of CPD that promote or hinder it will be presented. The findings will be the basis for the composition of quantitative and qualitative research on the building blocks of CPD physiotherapists in primary health care in Slovenia.

**Organization:** Physiotherapists who are involved in CPD have more competencies, are more efficient and easier to participate in working groups and interdisciplinary teams.

**Society:** We consider two aspects. First, that patients who receive quality physiotherapy treatment (this is provided by CPD) shorten the time of absenteeism and reduce the incidence of presenteeism, reducing the consequences of the disease, thus burdening the health and social system. Secondly, that physiotherapists are a part of society and we assume that those who are constantly developing professionally are more satisfied and therefore the part of society is more satisfied.

**Originality:** We do not yet have a more comprehensive view of the CPD of primary care physiotherapists. This research will provide current insights into the external and internal building blocks that promote or inhibit CPD. The data obtained will provide the basis for shaping the CPD model among primary care physiotherapists in Slovenia.

**Limitations / further research:** The research focuses only on physiotherapists, so it would be good to continue it in the future for other health professions and create a unified model for CPD.

**Keywords:** continuous professional development, motivation, physiotherapists, learning, primary care, model.

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**Branka Slakan Jakovljević** is a graduate of the Faculty of Organizational Sciences (University of Maribor) and a senior physiotherapist specializing in manual therapy. As a physiotherapist and manual therapist, she works in Medimanus, d. o. o., where she also holds the position of general manager. For twenty years, she has been involved in the Professional Association of Physical Therapists of Slovenia, where she is an author and provider of workshops that educate physical therapists in practice and are part of the CPD of physiotherapists in Slovenia. She is a PhD student at the Faculty of Organizational Studies in Novo mesto.

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# Kakovost delovnega življenja fizioterapevtov

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**Raziskovalno vprašanje (RV):** Ali so zaposleni fizioterapevti zadovoljni s svojim delom, kateri dejavniki prispevajo k zadovoljstvu fizioterapevtov, kateri dejavniki prispevajo k nezadovoljstvu fizioterapevtov in kateri dejavniki ogrožajo kakovost delovnega življenja fizioterapevtov.

**Namen:** Namen je preučiti kakovost delovnega življenja fizioterapevtov, ugotoviti ali so zaposleni fizioterapevti zadovoljni s svojim delom, ugotoviti dejavnike, ki prispevajo k zadovoljstvu in nezadovoljstvu fizioterapevtov ter ugotoviti kateri dejavniki ogrožajo kakovost delovnega življenja fizioterapevtov.

**Metoda:** Izvedli smo pregled literature. Iskanje je potekalo v mednarodnih podatkovnih bazah ProQuest, ScienceDirect in CINAHL. Pri tem smo upoštevali postavljene vključitvene in izključitvene kriterije. Potek iskanja literature smo prikazali s PRISMA diagramom. Dobljene rezultate smo sintetizirali z uporabo metode vsebinske analize.

**Rezultati:** Z analizo podatkov bomo opredelili in določili, ali so zaposleni fizioterapevti zadovoljni s svojim delom, kateri dejavniki vplivajo na kakovost delovnega življenja fizioterapevtov in sicer, kateri dejavniki prispevajo k zadovoljstvu in kateri k nezadovoljstvu fizioterapevtov ter kateri dejavniki ogrožajo kakovost delovnega življenja fizioterapevtov.

**Organizacija:** Slaba kakovost delovnega življenja in nezadovoljstvo zaposlenih sta tako iz teorije kot tudi iz prakse tesno povezana s slabo opravljeno kakovostno storitev ter izgubo kvalificiranih delavcev. Raziskava bo pomagala voditeljem pri organiziranju delovnega okolja in kakovosti življenja zaposlenih na delovnem mestu fizioterapevta. Posledično lahko to pozitivno vpliva na zadrževanju usposobljenega fizioterapevtskega kadra na njihovem delovnem mestu.

**Družba:** Nizka kakovost delovnega življenja fizioterapevtov ima širše posledice tudi na družbo. Nezadovoljstvo, izgorelost in stres fizioterapevtov lahko povzroči izstop iz delovnega mesta in migracijo v tujino. To negativno vpliva tako na zdravstveni sistem kot tudi na kakovost zdravstvene oskrbe. Ugotovitve lahko vodijo oblikovalce zdravstvenega sistema ali voditelje oddelkov, da spremenijo ukrepe za zmanjšanje nezadovoljstva med zaposlenimi fizioterapevti.

Na ta način lahko rečemo, da je kakovost delovnega življenja eden izmed kazalcev kakovosti zdravstvenega sistema.

**Originalnost:** Raziskava o kakovosti delovnega življenja fizioterapevtov, in sicer raziskovanje dejavnikov, ki vplivajo na kakovost delovnega življenja fizioterapevtov, z sistematičnim pristopom dela z metodo pregleda znanstvene in strokovne literature.

**Omejitve/nadaljnje raziskovanje:** Nadaljnje raziskave bi lahko preučile povezavo med kakovostjo delovnega življenja in kakovostjo fizioterapevtske obravnave in sicer katere so posledice nizke kakovosti delovnega življenja zaposlenih fizioterapevtov na kakovostno fizioterapevtsko obravnavo pacientov.

**Ključne besede:** fizioterapija, management, zaposleni, kakovost življenja, kakovost delovnega življenja, zadovoljstvo pri delu, stres, izgorelost.

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**Arbulena Kokollari** je po poklicu diplomirana fizioterapevtka. Po opravljenem pripravništvu na Univerzitetnem kliničnem centru v Mariboru in strokovnem izpitu je nadaljevala podiplomski študij na Fakulteti za zdravstvene vede v Mariboru ter pridobila naziv magistricе zdravstveno-socialnega managementa. Za tem se je v študijskem letu 2021/2022 vpisala na doktorski študijski program Fakultete za organizacijske študije v Novem mestu.

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## Quality of Working Life of Physiotherapists

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**Research Question (RQ):** Are employed physiotherapists satisfied with their work, which factors contribute to the satisfaction of physiotherapists, which factors contribute to the dissatisfaction of physiotherapists and which factors endanger the quality of life of physiotherapists.

**Purpose:** The purpose is to study the quality of working life of physiotherapists, to determine whether employed physiotherapists are satisfied with their work, to identify factors that contribute to the satisfaction and dissatisfaction of physiotherapists and to identify factors that threaten the quality of working life of physiotherapists.

**Method:** We performed a literature review. The search was conducted in the international databases ProQuest, ScienceDirect and CINAHL. In doing so, we took into account the set inclusion and exclusion criteria. The course of literature search was presented with a PRISMA diagram. The obtained results were synthesized using the method of content analysis.

**Results:** The data analysis will define and determine whether employed physiotherapists are satisfied with their work, which factors affect the quality of work of physiotherapists, which factors contribute to the satisfaction and dissatisfaction of physiotherapists and which factors threaten the quality of work of physiotherapists.

**Organization:** Poor quality of working life and dissatisfaction of employees are, both in theory and in practice, closely related to poor quality service and the loss of skilled workers. The research will help managers to organize the work environment and quality of life of employees in the workplace of a physiotherapist. As a result, it can have a positive effect on retaining qualified physiotherapists in their workplace.

**Society:** The low quality of working life of physiotherapists also has wider implications for society. Dissatisfaction, burnout and stress of physiotherapists can lead to leaving the workplace and migrating abroad. This has a negative impact on both the health care system and the quality of health care. Findings can lead health system designers or department heads to change measures to reduce dissatisfaction among employed physiotherapists. In this way, we can say that the quality of working life is one of the indicators of the quality of the health system.

**Originality:** Research on the quality of working life of physiotherapists, namely research on the factors influencing the quality of working life of employed physiotherapists, with a systematic approach to work with the method of reviewing scientific and professional literature.

**Limitations / further research:** Further research could examine the link between the quality of working life and the quality of physiotherapy treatment, namely the consequences of the

low quality of working life of employed physiotherapists on the quality of physiotherapy treatment of patients.

**Keywords:** physiotherapy, management, employees, quality of life, quality of working life, job satisfaction, stress, burnout.

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# Priprave na izdelavo teoretičnega modela za povečanje udeležbe žensk v organiziranih presejalnih programih za raka materničnega vratu

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**Raziskovalno vprašanje:** Katere so glavne značilnosti neodzivnic in razlogi za neodzivnost v presejalnih programih za raka materničnega vratu (RMV)? Kateri teoretični modeli se uporabljajo za proučevanje preprečljivih ovir in vzpodbud za udeležbo žensk v presejanju?

**Namen:** Z namenom, da bi z inovativnimi pristopi povečali udeležbo žensk v Državnem programu ZORA smo proučili značilnosti neodzivnic v presejanju za RMV ter razloge za neodzivnost in teoretične modele, ki se uporabljajo za identifikacijo ovir in vzpodbud za udeležbo.

**Metoda:** Opravili smo analizo rutinsko zbranih podatkov Registra ZORA in sistematični pregled člankov v bazi PubMed z dodatnim pregledom citatov. Vključili smo članke, napisane v angleškem jeziku, v zadnjih petih letih. Uporabili smo iskalni strategiji »cervical cancer screening AND (barriers OR facilitators) AND (participation OR attendance OR uptake)« s filtrom metaanalize, pregledni in sistematični pregledni članki ter »cervical cancer screening AND (barriers OR facilitators) AND (theoretical framework OR theoretical model)«.

**Rezultati:** Podatki Registra ZORA kažejo, da je neudeležba slovenskih žensk v programu ZORA povezana s starostjo žensk in prebivališčem, drugih demografskih in socio-ekonomskih podatkov o neodzivnicah nimamo. S pregledom tuje literature smo ugotovili, da so neodzivnost in ovire za udeležbo povezane tako z značilnostmi žensk in družbe, kot presejalnih programov in zdravstvenih sistemov. Značilnosti neodzivnic in razlogi za neudeležbo so se med

raziskavami in državami razlikovali. Avtorji so uporabili različne raziskovalne pristope, vprašalnike in teoretične modele, za naše potrebe najbolje ustreza model COM-B.

**Organizacija:** Rezultati raziskave bodo pripomogli k boljšemu načrtovanju slovenske raziskave, v kateri bomo raziskali značilnosti slovenskih neodzivnic v programu ZORA in ovire ter vzpodbude za udeležbo. To nam bo omogočilo načrtovanje potrebam prilagojenih inovativnih rešitev za povečanje udeležbe žensk v programu ZORA s prilagoditvami na ravni programa ZORA.

**Družba:** Ob uspešni implementaciji potrebam prilagojenih inovativnih pristopov za povečanje udeležbe v programu ZORA bomo zagotovili dodatno podporo ranljivim skupinam pri udeležbi v programu ZORA ter s tem zmanjšali neenakosti v bremenu RMV med slovenskimi ženskami ter doprinesli k dodatnemu zmanjšanju bremena RMV v Sloveniji.

**Originalnost:** Zaznali smo vrzel v prenosu znanja v prakso na način, da se na podlagi znanja oblikujejo in implementirajo intervencije, s katerimi se uspešno poveča udeležba v presejanju. To vrzel želimo zapolniti z izdelavo modela za povečanje uspešnosti implementacije potrebam prilagojenih, inovativnih rešitev za povečanje udeležbe žensk v presejanju za RMV.

**Omejitve/nadaljnje raziskovanje:** Raziskava je obsežna, saj moramo za izdelavo modela najprej raziskati značilnosti neodzivnic in vzroke za neodzivnost v Sloveniji in oblikovati prilagojene inovativne pristope za premostitev ovir. Model bo uporaben izven meja Slovenije in bo med drugim vključen v izvajanje aktivnosti v okviru projekta EU-TOPIA-EAST (Obzorje 2020, 2021-2025), katerega namen je doprinesiti k uspešni in pravični implementaciji presejanja za RMV v Vzhodni Evropi.

**Ključne besede:** presejanje za raka materničnega vratu, neodzivnice, ovire, vzpodbude, inovativni pristopi.

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**Tina Šercer** je magistrica zdravstveno-socialnega managementa. Zaposlena je na Onkološkem inštitutu Ljubljana v Programu in registru ZORA kot analitik.

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## Groundwork for Designing the Theoretical Model to Increase the Uptake of Cervical Cancer Screening in Organised Settings

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**Research Question (RQ):** Which are the main characteristic of non-responders and the reasons for non-attendance in cervical cancer screening programmes? Which theoretical models are used for the assessment of modifiable barriers and facilitators of cervical cancer screening uptake?

**Purpose:** With purpose to increase the uptake of cervical cancer screening in National Cervical Cancer Screening Programme ZORA with innovative approaches, we assessed the characteristics of non-responders to cervical cancer screening, reasons for non-attendance and theoretical models that are used for the assessment of barriers and facilitators of the uptake.

**Method:** We conducted an analysis of routinely collected data in ZORA Registry and a systematic review of literature, published in PubMed database and their citations. We only included articles in English language published within the last five years. Key terms and Boolean operators were as follows: »cervical cancer screening AND (barriers OR facilitators) AND (participation OR attendance OR uptake) « with article type being meta-analysis, review or systematic review, and »cervical cancer screening AND (barriers OR facilitators) AND (theoretical framework OR theoretical model)«.

**Results:** The analysis of ZORA Registry data showed that non-attendance of Slovenian women is associated with woman's age and area of living, other demographic and socioeconomic data was not available. The review of literature showed that the non-attendance and barriers are related to the characteristics of women and the society, as well as to the characteristic of the screening programme and healthcare system. Results differed amongst the studies and countries. Researchers used different research approaches, surveys and theoretical models. The most feasible model for our needs is COM-B model.

**Organization:** The results of this study will help us to plan a Slovenian research for the assessment of the characteristics of Slovenian non-attenders and the identification of the uptake barriers and facilitators. That will enable us to design and implement innovative approaches for the increase in the uptake, based on the need of the women and readiness of the screening programme.

**Society:** With successful implementation of the innovative approaches for the increase in the uptake of cervical cancer screening amongst the vulnerable groups of women, we will contribute to reduction of disparities in cervical cancer burden among Slovenian women and to lowering the cervical cancer incidence and mortality in Slovenia.

**Originality:** We identified a gap between knowledge and practical implementation. We would like to bridge that gap with creating a model to increase the uptake of cervical cancer screening in organised settings, with innovative approaches that would meet women's needs as well as readiness of the screening programme in the local setting where we want to increase the uptake.

**Limitations / further research:** The research is extensive, to create a model we first need to assess the reasons and barriers to non-attendance in Slovenia and design innovative approaches to overcome the barriers. The model will be applicable outside of Slovenia and will be used in the activities in the EU-TOPIA-EAST project (Horizon 2020, 2021-2025). The purpose of the project is to successfully and justly implement cervical cancer screening all across Eastern Europe.

**Keywords:** cervical cancer screening, non-attendance, uptake, barriers, facilitators, innovative approaches.

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# Vodenje zdravstvenih timov v epidemiološko zahtevnih razmerah

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**Raziskovalno vprašanje (RV):** Kateri stili vodenja vodje zdravstvenih timov prevzemajo za uspešno vodenje zaposlenih v času zelo zahtevne epidemiološke situacije?

**Namen:** Namen pregleda literature je ugotoviti kateri stili vodenja vodje prevzamejo v zahtevnih situacijah za uspešno opravljanje del in nalog tima ter umestitev teorije situacijskega vodenja, transformacijskega in avtentičnega stila vodenja v sodobne stile vodenja zdravstvenih timov v času pandemije.

**Metoda:** Uporabljen je bil integrativni pregled znanstvene in strokovne literature. Izvedli smo tematsko kvalitativno analizo in sicer smo uporabili sistematičen pregled znanja. Izvedli bomo tematsko kvalitativno analizo in sicer bomo uporabili sistematičen pregled znanja o teoriji situacijskega vodenja, transformacijskem in avtentičnem stilu vodenja kot najbolj pogostih stilov vodenja zdravstvenih timov v epidemiji covid-19. Za sistematičen pregled smo v raziskavi s ključnimi besedami teorija situacijskega vodenja (an.gl.:situational leadership theory), transformacijski stil (angl.: transformational style ), avtentični stil (angl.: authentic style), stili vodenja (angl.: leadership style), zdravstveni timi (angl.:healthcare teams) v zdravstveni obravnavi in pridobili izvirne in pregledne poglobljene raziskave s tega področja zadnjih 3 let. Uporabljeni članki so po tipologiji: izvirni, pregledni in strokovni članki, v njih so uporabljene vse tri metodologije raziskav (kvalitativna, kvantitativna ter mešana metodologija raziskovanja). Članki so objavljeni v revijah s faktorjem vpliva. Pregled je potekal v naslednjih bazah podatkov: Web of Science, Scopus in Cinahl WITH FULLTEXT.

**Rezultati:** raziskave kažejo, da se vodje poslužujejo s posameznimi elementi situacijskega vodenja in hibridnimi vodstvenim stilom sestavljenega iz elementov transformacijskega in avtentičnega stila vodenja.

**Organizacija:** raziskava bo uporabna za vse zdravstvene delavce na vodstvenih položajih , ki želijo celostno in vseobsežno spoznati različne stile vodenja in jih uporabiti za uspešno doseganje nalog v različnih razmerah ter premagovanje izzivov s katerimi se vsakodnevno srečujejo pri vodenju različnih zdravstvenih timov.

**Družba:** Poznavanje in prevzemanje različnih stilov vodenja bi morali poznati vsi vodje na vseh nivojih vodenja zdravstvenih timov. Ustreznost uporabljenega stila vodenja doprinese k

učinkovitosti in uspešnosti opravljanja nalog ter ob enem zagotavlja dobre medsebojne odnose v timu tudi v najbolj zapletenih situacijah s katerimi se v zdravstvu srečujejo.

**Originalnost:** Raziskava pokaže še eno dimenzijo umestitve različnih stilov vodenje zdravstvenih timov v sedaj aktualnih razmerah s katerimi se sedaj srečujemo v družbi.

**Omejitve/nadaljnje raziskovanje:** Omejitve raziskave je, da je avtorica prispevka sama pristopila k sistematičnem pregledu brez uporabe dodatnih ocenjevalcev, hkrati pa je to tudi priložnost za nadaljnje raziskovanje.

**Ključne besede:** stili vodenja, teorija situacijskega vodenja, transformacijsko vodenje, avtentično vodenje, zdravstveni timi, pandemija covida-19.

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## Leadership of Healthcare Teams in Epidemiologically Demanding Situations

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**Research Question (RQ):** What leadership styles do healthcare team leaders adopt to successfully lead employees during a very challenging epidemiological situation?

**Purpose:** The purpose of the literature review is to determine which leadership styles leaders take on in challenging situations to successfully perform team work and tasks, and to place situational leadership theory, transformational and authentic leadership styles in modern healthcare teams leadership styles during a pandemic.

**Method:** An integrative review of scientific and professional literature was used in this research. We performed a thematic qualitative analysis, namely we used a systematic review of knowledge. We will perform a thematic qualitative analysis using a systematic review of knowledge of situational leadership theory, transformational and authentic leadership style as the most common leadership styles of health teams in the covid-19 epidemic. For a systematic review, we researched the keywords: situational leadership theory, transformational style, authentic style, and leadership styles, healthcare teams. We were acquired original and transparent in-depth research articles published in this field for the last 3 years. The articles used are by typology: original, review and professional articles, in which all three research methodologies are used (qualitative, quantitative and mixed research methodology). Articles were published in impact factor journals. The review was conducted in the following databases: Web of Science, Scopus and Cinahl WITH FULLTEXT.

**Results:** research shows that leaders use individual elements of situational leadership and a hybrid leadership style composed of elements known from transformational and authentic leadership style.

**Organization:** The research will be useful for all health professionals in management positions who want to comprehensively learn about different leadership styles and use them to successfully to achieve tasks in different situations and overcome the challenges they face every day in leading different health teams.

**Society:** Having knowledge about and adopting different leadership styles should be known to all leaders at all levels of healthcare team leadership. The appropriateness of the management style used contributes to the efficiency and effectiveness of performing tasks and at the same time ensures good interpersonal relationships in the team, even in the most complex situations encountered in health care.

**Originality:** The research shows another dimension of the placement of different styles of leading healthcare teams in the current situation we are currently facing in society. Limitations / further research: The limitations of the research are that the author of the paper herself

approached the systematic review without the use of additional evaluators, and at the same time it is an opportunity for further research.

**Limitations / further research:** A limitation of this research is that the author of the paper by herself has undertaken a systematic review without the use of additional evaluators, and at the same time this can be an opportunity for further research.

**Keywords:** leadership styles, situational leadership theory, transformational leadership, authentic leadership, medical teams, COVID-19 pandemic.

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# Integracija načel vitkega proizvodjanja in menedžmenta sistemov okolja

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**Raziskovalno vprašanje (RV):** Ali integracija načel vitkega proizvodjanja in menedžment sistemov okolja prinaša koristi organizaciji?

**Namen:** Menedžment sistemov okolja, v integraciji z načeli vitkega proizvodjanja, pomaga organizacijam na poti k boljšim izidom poslovanja. Čeprav gre za različna poslovno-organizacijska sistema po obsegu in pristopu, integracija teh dveh sistemov rezultira s pozitivnimi sinergijskimi učinki. V članku ponujamo različne vidike združevanja obeh poslovno-organizacijskih sistemov z namenom doseganja čim boljših pozitivnih učinkov na poslovanje organizacije. V članku bomo opredelili optimalen obseg združitve obeh poslovno-organizacijskih sistemov in na ta način omogočili gospodarskim družbam, ki razmišljajo v tej smeri, da združijo menedžment sistemov okolja z načeli vitkega proizvodjanja.

**Metoda:** V članku bomo uporabili smernice sistematičnega pregleda, smernice integrativnega pregleda študija in smernice meta analize. Literaturo smo izbirali preko glavnih akademskih bibliografskih baz Tandfonline, Elsevier, Jstor, Emerald. Za iskanje ustrezne literature smo uporabili ključne besede: EMS, Lean, Integration, Improvement, Environmental management, environmental performance. Iskanje literature smo omejili na obdobje 2000 in 2021.

**Rezultati:** Integrativni pristop, ki vključuje načela vitkega proizvodjanja in menedžment sistemov okolja prinaša organizaciji izrazite prednosti. Ob vseh koristih načel vitkega proizvodjanja, omogoča organizaciji, da svoje procese uskladi s standardi ISO. Ti spodbujajo organizacijo v smeri trajnostnega razvoja, ki temelji na skupnih načelih vitkega proizvodjanja in menedžmenta sistemov okolja.

**Organizacija:** Z integracijo preverjenih načel vitkega proizvodjanja z menedžmentom sistemov okolja v organizaciji odražajo svojo skrb za varovanje naravnega okolja. V tem primeru načela vitkega proizvodjanja z vsemi svojimi prednosti pomagajo organizaciji pri razvoju v smeri trajnostnega in okoljsko vzdržnega razvoja.

**Družba:** Z integriranjem načel vitkega proizvodjanja in menedžmenta sistemov okolja bodo izidi poslovanja takšnih organizacij boljši. Zaradi tega se bodo v čedalje več organizacijah odločili za dosledno upoštevanje menedžmenta sistemov okoljem, kar naj bi v končni fazi privedlo do čistejšega naravnega okolja.

**Originalnost:** V poslovnem svetu je trend združevanja načel vitkega proizvodjanja z managementom sistemov okolja že dlje časa prisoten. V Sloveniji v strokovni literaturi še nismo zasledili tega trenda. Z vsebinami članka bomo pomagali pri razširjanju zavesti o prednostih integracije enega in drugega poslovno-organizacijskega sistema za organizacijo.

**Omejitve/nadaljnje raziskovanje:** Članek temelji na dognanjih strokovnjakov iz raziskovanega področja in zajema stanje na področju v svetovnem merilu. V nadaljevanju bi bila zanimiva raziskava, ki zajema samo Slovenijo v kateri bi podrobneje definirali prednosti združevanja obeh poslovno-organizacijskih sistemov za organizacije v Sloveniji.

**Ključne besede:** izboljšave, menedžment okolja, sistemi, standardi, vitko proizvodjanje, združevanje.

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**Mirko Markič** je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v gospodarstvu se je zaposlil na Fakulteti za management Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 17 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 600 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

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## Integration of Lean Manufacturing Principles and Environmental Management System

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**Research Question (RQ):** Does the integration of lean manufacturing principles and environmental management system benefit the organization?

**Purpose:** An environmental management system, integrated with the principles of lean manufacturing, can help organizations on the path to better business results. Although these systems differ in scope and approach, the integration of these two systems results in positive synergies. In this article, we offer various aspects of combining the two systems in order to achieve the best possible positive effects on the organization's operations. In this article, we will define the optimal scope of merging the two systems and in this way enable companies that are thinking in this direction to combine the environmental management system with the principles of lean manufacturing as easily as possible.

**Method:** In our article we will use: guidelines of systematic review, guidelines of integrative review of studies and guidelines of meta-analysis, Literature was selected through the main academic bibliographic databases Tandfonline, Elsevier, Jstor, Emerald. We used the following keywords to search for relevant literature: EMS, Lean, Integration, Improvement, Environmental management, environmental performance. We limited the time period in which we searched for literature between 2000 and 2021.

**Results:** An integrative approach that incorporates lean manufacturing principles and an environmentally managed system brings the organization significant benefits. With all the benefits of lean manufacturing principles, it enables an organization to align its processes with ISO standards. This can lead the organization towards sustainable development based on common principles of lean manufacturing and environmental management system.

**Organization:** By integrating proven lean manufacturing principles with an environmental management system, the organization demonstrates its concern for environmental protection. In this case, the principles of lean manufacturing with all their advantages help the organization to develop towards sustainable and environmentally sustainable development.

**Originality:** In the world, the trend of combining lean manufacturing principles with an environmental management system has been observed for a long time. We have not seen this trend in Slovenia. The article will help spread awareness about the benefits of integrating both systems for an organization.

**Limitations/Future Research:** Our article is based on the findings of experts in the field of research and covers the state of the field on a global scale. The following would be an interesting study covering only Slovenia, which would precisely define the benefits of combining the two systems for organizations in Slovenia.

**Keywords:** EMS, Lean, Integration, Improvement, Environmental management, environmental performance.

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**Idriz Selimović** holds a master's degree in organizational change management from the Faculty of Organizational Studies in Novo mesto. He has experience in production organizations, he has performed various functions from head of the basic work unit to technical director. He is currently working as a consultant at Demetra Leanway d.o.o. in the field of introducing the principles of lean organization in companies.

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**Mirko Markič** obtained a PhD from the Faculty of Organizational Sciences, University of Maribor in the field of organisation sciences on the topic of innovation. After twelve years of working in economy he got employed at the Faculty of Management, University of Primorska. He is a full professor in the field of management and scientific advisor and a leader or a member of 17 research projects and projects connected to economy. His bibliography includes more than 600 units from the fields of administrative and organisation sciences and public health (safety at work).

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## Na poti k paradigmi »Inovativna trajnostna/sonaravna/vzdržna družbeno odgovorna družba«

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**Raziskovalno vprašanje (RV):** Ključno raziskovalno vprašanje je, kako naj s sistemskega vidika človeštvo preživi in kakšna je odgovornost sedanjih generacij, da bodo prihodnje lahko preživele. Kakšen vpliv imamo posamezniki, podjetja in civilna družba na naravno okolje, gospodarstvo in družbo? Kakšne so naše vrednote in kako te vplivajo na razvoj družbene odgovornosti v svetu? Ključno raziskovalno vprašanje je, kako oblikovati Inovativno trajnostno/sonaravno/vzdržno družbeno odgovorno družbo, da bodo tudi prihodnje generacije na Zemlji lahko preživele.

**Namen:** Cilj raziskovanja je prispevati za ključne svetovne in EU usmeritve na področju družbene odgovornosti in trajnostnega razvoja. V 18-letni zgodovini delovanja inštituta IRDO smo zbrali številna gradiva različnih avtorjev na to temo. V prispevku predstavljamo, kaj smo v tem obdobju naredili.

**Metoda:** Za izvedbo raziskave smo uporabili metodo opazovanja, analizo sekundarnih virov podatkov, analizo primarnih virov podatkov iz IRDO projektov ter sintezo zbranih gradiv. Izhodišče za analizo podatkov sta bila sistemska teorija in deležniški pristop.

**Rezultati:** Kot rezultat opravljenega dela štejemo številna gradiva, ki jih je IRDO izdal v 18 letih obstoja – znanstveni in strokovni članki, knjige - monografije, zborniki IRDO konferenc, zborniki finalistov Slovenske nagrade za družbeno odgovornost Horus, zborniki in druga gradiva IRDO projektov. S soavtorji pravkar dokončujemo trilogijo »Bases for an Innovative Sustainable Socially Responsible Society«, ki jo bomo – na osnovi vabila – ponudili mednarodnemu založniku. Uvedba (več) družbene odgovornosti pomeni netehnološki inovacijski proces. Kot bomo v prvem zvezku naše knjige na kratko predstavili, gre za ustvarjanje inovativne trajnostne družbeno odgovorne (ITDO) družbe, ker je ITDO družba nujno potrebna, da človeštvo najde pot iz trenutne socialno-ekonomske in okoljske krize, da bi preživelo kot vrsta. Zato razširjamo koncept družbene odgovornosti iz omejenega, imenovanega družbeno odgovornost podjetij (CSR), na zadosti in potrebno celosten koncept ITDO družbe. To je naš naslednji korak po konferencah IRDO (Hrast et al, 2006-2021; glej

www.irdo.si), predvsem pa po naši knjigi Uvod v politično ekonomijo družbeno odgovorne družbe (Mulej et al., 1979).

**Organizacija:** Raziskava poteka v interdisciplinarnem sodelovanju soavtorjev in prispeva h krepitvi zavedanja menedžerjev in organizacij, kako naj vnašajo globalne usmeritve v svoje poslovanje, kako naj se zavedajo svojih vplivov in kako naj zmanjšujejo negativne ter povečujejo pozitivne vplive svojega delovanja na družbo, okolje in gospodarstvo

**Družba:** Ugotovili smo, da je družbeno odgovornost podjetij ustvaril kapitalizem, ne socializem (Idowu, 2012), potrebo po njej pa (poslovni bolj kot državni!) monopoli in zlorabe, t. j. neoliberalizem, ki je razgradil državni kapitalizem, ki je rešil trojno svetovno družbeno-ekonomsko krizo 1914-1941, t. j. dve svetovni vojni in veliko depresijo, ki ju povezuje. (Mulej, Merhar, Žakelj, 2019). To se tiče tako gospodarstva, kot okolja in družbe.

**Originalnost:** Raziskava prispeva k inoviranju družbe in opozarjanju na pomen vrednot ter medsebojne soodvisnosti. Pregled virov kaže, da je prva o ITDO družbi na svetu.

**Omejitve/nadaljnje raziskovanje:** Omejitve raziskave so številne, saj je težko zaobjeti zgodbe celotnega sveta v eno samo raziskavo. Potrebno je pogledati izbrane vidike iz različnih zornih kotov, kar zahteva specializirana znanja. DO in TR sta se v zadnjih letih zelo uveljavila, zato so že potrebna specifična znanja in s tem tudi raziskovanja po posameznih področjih poslovanja in v vseh sektorjih družbe.

**Ključne besede:** okolje, družba, gospodarstvo, inovacije, podjetje, trajnostni razvoj, družbena odgovornost

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Zasl. prof. ddr. Matjaž Mulej, (med drugim) častni občan Mestne občine Maribor je ustanovni predsednik IASCYS (2010-2012), ki je doslej sprejela samo okoli 60 članov, četudi lahko kandidirajo vsi, ki se ukvarjajo s teorijo in aplikacijo teorije sistemov in kibernetike, torej več deset tisoč strokovnjakov. Je edini iz Slovenije izpolnil merila. Je tudi član Evropske akademije znanosti in umetnosti, Salzburg (2004), in Evropske akademije znanosti in humanitet, Pariz (2004), a iz Newyorške akademije znanosti (1996) je izstopil. Bil je gostujoči profesor in raziskovalec na tujih univerzah 15 semestrov. Pod njegovim doktorskim mentorstvom je nastalo med drugim več novih teorij sistemov in kibernetik slovenskih avtorjev. V celoti je (po podatkih Sicris) objavil v skoraj 50 državah skoraj 2.500 tekstov, od tega 70 knjig (skoraj vedno s soavtorji) in zbornikov, od tega v zadnjih 15-tih letih več kot 30 o družbeni odgovornosti kot netehnološkem inovacijskem procesu, ki uveljavlja sistemsko ravnanje, da bi človeštvo našlo pot iz sedanje globalne družbeno-ekonomske krize, ki grozi prerasti v 3. svetovno vojno in uničenje naravnih pogojev za preživetje človeštva. K slednjim objavam je prispevalo preko tisoč avtorjev z vseh celin. Nedavna knjiga je prva na svetu o družbeno odgovorni družbi, ne le firmi (Uvod v politično ekonomijo družbeno odgovorne družbe, uredniki in avtorji Matjaž Mulej, Viljem Merhar, Viktor Žakelj, nadaljnji soavtorji Mira Zore, Anita Hrast, Tadej Slapnik, Katja Rašič, Ludvik Toplak in Borut Ambrožič, založnik Kulturni center Maribor, 2019). Od leta 1974 razvija Dialektično teorijo sistemov, s katero podpira tudi razvoj teorije in prakse netehnoloških inovacij in družbene odgovornosti. 12. medalja WOSC (Svetovne organizacije za sisteme in kibernetiko, Lincoln, UK, stare 50 let), imenovana po Norbertu Wienerju, avtorju kibernetike, in 4. v zadnjih 20 letih je bila leta 2019 dodeljena zasl. prof., dr., dr. Matjažu Muleju iz Univerze v Mariboru, Ekonomsko-poslovne fakultete (teorija sistemov in inovacij), za izjemne prispevke k razvoju teorije sistemov in kibernetike. O takih temah je svetoval okoli 500 organizacijam.

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**Nomi Hrast** je študentka Ekonomsko-poslovne fakultete v Mariboru. Od leta 2015 je kot mlada prostovoljka in sodelavka aktivna v številnih lokalnih, državnih in mednarodnih projektih in organizacijah. Delovala je v Mestnem mladinskem svetu Maribor, UNICEF-u, Evropskem mladinskem parlamentu in Dijaški skupnosti v Mariboru. Dve leti je bila članica predsedstva Dijaške organizacije Slovenije, trenutno je najbolj aktivna v Študentski organizaciji Univerze v Mariboru. Ima več kot 100 ur izvajanja sofinanciranih projektov na področju mladine v MOM v MMSM, UNICEF, Evropskega mladinskega parlamenta, Dijaške skupnosti v Mariboru, Dijaške organizacije Slovenije in Študentske organizacije Univerze v Mariboru. Je tudi prodekanja za študentska vprašanja - Univerza v Mariboru, Ekonomsko-poslovna fakulteta in soustanoviteljica IRDO – Inštituta za razvoj družbene odgovornosti.

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**Mag. Anita Hrast** je direktorica inštituta IRDO – Inštituta za razvoj družbene odgovornosti (od 2004 dalje). Bila je tudi soustanoviteljica in sekretarka društva Ozara, Slovenija – Nacionalno združenje za kakovost življenja, direktorica marketinške agencije Verus, novinarka v različnih medijih, direktorica oglaševanja (SPEM), vodja projektov v PR in marketinških agencijah, produktna menedžerka in prokuristka v Založbi Forum Media (razvoj novih izdelkov). Je ekonomistka in univ. dipl. komunikologinja, smer trženje in tržno komuniciranje. Leta 2016 je na Fakulteti za družbene vede Univerze v Ljubljani zaključila magistrski študij menedžmenta neprofitnih organizacij in s tem pridobila naslov magistrica znanosti. Kot raziskovalka (ARRS, [28701]) raziskuje in objavlja prispevke s področja družbene odgovornosti v različnih revijah in na slovenskih ter mednarodnih znanstvenih konferencah. Raziskuje in razvija nove pristope v komuniciranju, nove projekte in storitve za različne naročnike (podjetja, mediji, organizacije, posamezniki) ter se povezuje s številnimi slovenskimi in mednarodnimi organizacijami, strokovnjaki. Je predavateljica na znanstvenih, poslovnih in strokovnih srečanjih, od leta 2011 je nosilka predmeta Organiziranje neprofitnih organizacij na DOBA fakulteti za poslovne in uporabne družbene študije v Mariboru. Leta 2012 je pridobila certifikat ECQA za trenerja na področju usposabljanja kandidatov za vodjo za družbeno odgovornost. Ima več kot 100 ur izvajanja sofinanciranih projektov na področju mladine po Sloveniji vsako leto na področju dela z mladimi. V letih 2020 in 2021 je sodelovala v mednarodni žiriji na evropskem tekmovanju za socialne inovacije in Impact Prize (EUSIC).

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## Towards a Paradigm "Innovative Sustainable / Socially Responsible Society"

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**Research Question (RQ):** The key research question is how, from a systemic point of view, humanity should survive and what is the responsibility of current generations for the next generations to be able to survive. What impact have individuals, business and civil society on the natural environment, the economy and society? What are our values and how do they affect the development of social responsibility in the world? The key research question is how to create an Innovative / Sustainable / Socially Responsible Society so that future generations on Earth can survive.

**Purpose:** The aim of the research is to contribute to the world and EU key directives, focusing on responsibility and sustainable development. In the 18-years history of the IRDO Institute, we have collected numerous materials by various authors on this topic. In this article, we present what we have done during this period.

**Method:** For the implementation of this research we have used the method of observation, analysis of secondary data sources, analysis of primary data sources from IRDO projects and synthesis of collected materials. The starting point for data analysis were systems theory and stakeholder approach.

**Results:** As a result of the work done, we consider many materials published by IRDO in 18 years of its existence - scientific and professional articles, as well as books-monographs, proceedings of IRDO conferences, proceedings of finalists of the Slovenian Horus Award for Social Responsibility, proceedings and other materials of IRDO projects. We are currently finalizing the trilogy "Bases for an Innovative Sustainable Socially Responsible Society" with co-authors, which we will offer to an international publisher on the basis of an invitation. The introduction of (more) social responsibility is a non-technological innovation process. As we will briefly present in the first volume of our book, it is about creating an innovative sustainable socially responsible (ISSR) society because an ISSR society is urgently needed for humanity to find a way out of the current terrible socio-economic and environmental crisis to survive as a species. Therefore, we are expanding the concept of social responsibility from a limited one, called corporate social responsibility (CSR) to a sufficiently and necessary comprehensive (i.e. requisitely holistic) concept of an ISSR society. This is our next step after the IRDO conferences (Hrast et al, 2006-2021; see [www.irdo.si](http://www.irdo.si)), and especially after our book Introduction to the Political Economy of Socially Responsible Society (Mulej et al., 1979).

**Organization:** The research is organized as an interdisciplinary cooperation. It contributes to the awareness raising of managers and organizations on how to implement global trends in their business, how to be aware of their impacts and how to reduce the negative and increase the positive impacts of their operations on society, environment and economy.

**Society:** We found out that corporate social responsibility was created by capitalism, not socialism (Idowu, 2012), and the need for it (business more than state!) monopolies and abuses, e. g. neoliberalism, which dismantled state capitalism, which solved the triple world socio-economic crisis of 1914-1941, e. g. two world wars and the great depression that connects them (Mulej, Merhar, Žakelj, 2019). This applies to the economy as well as the environment and society.

**Originality:** The research contributes to the innovation of society and draws attention to the importance of values of social responsibility and interdependence.

**Limitations / further research:** The limitations of the research are many, as it is difficult to cover the stories of the whole world in one research. It is necessary to look at selected aspects from different angles, which requires specialized knowledge. SR and SD have become very established in recent years, so specific knowledge is already needed, and thus also research in individual areas of business and in all sectors of society.

**Key words:** environment, society, economy, innovation, enterprise, sustainable development, social responsibility.

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**PhD, PhD Matjaž Mulej, Prof. Emeritus**, honorary citizen of the Municipality of Maribor (et cetera) is the founding president of IASCYS (2010-2012), which has so far accepted only about 60 members, although all those involved in the theory and application of systems theory and cybernetics, more than ten thousand of experts, can apply. He met these criteria as the only one from Slovenia. He is also a member of the European Academy of Sciences and Arts, Salzburg (2004), and the European Academy of Sciences and Humanities, Paris (2004), but withdrew from the New York Academy of Sciences (1996). He has been a visiting professor and researcher at foreign universities for 15 semesters. Under his doctoral mentorship, several new theories of systems and cybernetics by Slovenian authors were created. In total, according to Sicris, he has published almost 2,500 texts in almost 50 countries, including 70 books (almost always co-authored) and proceedings, of which more than 30 in the last 15 years on social responsibility as a non-technological innovation process that enforces systemic action to help humanity find its way out of the current global socio-economic crisis, which threatens to escalate into World War III and the destruction of the natural conditions for human survival. Over a thousand authors from all continents contributed to the latter publications. The recent book (Introduction to the Political Economy of Socially Responsible Society, editors and authors Matjaž Mulej, Viljem Merhar, Viktor Žakelj, further co-authors Mira Zore, Anita Hrast, Tadej Slapnik, Katja Rašič, Ludvik Toplak and Borut Ambrožič, publisher Kulturni center Maribor, 2019) is the first in the world about socially responsible society, not just companies. Since 1974, he has been developing the Dialectical Theory of Systems, which also supports the development of the theory and practice of non-technological innovation and social responsibility. The 12th WOSC Medal (World Organization for Systems and Cybernetics, Lincoln, UK, 50 years old), named after Norbert Wiener, author of Cybernetics, and the 4th in the last 20 years, was awarded in 2019 to Prof. Emeritus Matjaž Mulej, PhD, PhD, from the University of Maribor, Faculty of Economics and Business (systems and innovation theory), for outstanding contributions to the development of systems theory and cybernetics. He consulted on these topics about 500 organizations.

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**Nomi Hrast** is a student at the University of Maribor, Faculty of Economics and Business in Maribor. Since 2015, she has been active as a young volunteer and collaborator in numerous local, national and international projects and organizations. She has worked at the Maribor City Youth Council, UNICEF, the European Youth Parliament and the Student Community in Maribor. She was a member of the presidency of the Student Organization of Slovenia for two years, and is currently most active in the Student Organization of the University of Maribor. She has more than 100 hours of implementation of co-financed projects in the field of youth at Maribor Municipality and youth organizations, UNICEF, the European Youth Parliament, the Student Community in Maribor, the Student Organization of Slovenia and the Student Organization of the University of Maribor. She is also the Vice-Dean for Student Affairs - University of Maribor, Faculty of Economics and Business and co-founder of IRDO - Institute for the Development of Social Responsibility.

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**Anita Hrast, M.Sc.** is the director of the IRDO - Institute for the Development of Social Responsibility (since 2004). She was also a co-founder and secretary of Ozara, Slovenia - National Association for Quality of Life, director of marketing agency Verus, journalist in various media, director of advertising (SPEM), project manager in PR and marketing agencies, product manager and procurator at Forum Media (development of new products). She is an economist and has B.Sc. in marketing communication. In 2016, she completed a master's degree in management of non-profit organizations at the Faculty of Social Sciences, University of Ljubljana, and thus obtained the title Master of Science. As a researcher (ARRS, [28701]) she researches and publishes articles in the field of social responsibility in various journals and at Slovenian and international scientific conferences. She researches and develops new approaches in communication, new projects and services for various clients (companies, media, organizations, individuals) and connects with many Slovenian and international organizations, experts. She is a lecturer at scientific, business and professional meetings, and since 2011 she has been the lecturer of Organizing of Non-Profit Organizations study at the DOBA Faculty of Business and Applied Social Studies in Maribor. In 2012, she obtained the ECQA certificate for a trainer in the field of training candidates for CSR. She has more than 100 hours of implementation of co-financed projects in the field of youth work in Slovenia every year. In 2020 and 2021, she participated at the international jury in the European competition for social innovation and Impact Prize (EUSIC).

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# Pomembnost učenja tujih jezikov za študente poslovnih in ekonomskih ved

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**Raziskovalno vprašanje (RV):** Kakšen odnos imajo študentje in diplomanti poslovnih in ekonomskih ved do učenja tujih jezikov?

**Namen:** Namen prispevka je pomagati načrtovalcem izobraževalnih programov na področju ekonomskih in poslovnih ved z analizo odnosa študentov in diplomantov na tem strokovnem področju do učenja tujih jezikov.

**Metoda:** V teoretičnem pregledu je uporabljena deskriptivna oz. opisna metoda, podatki so bili zbrani s pomočjo spletnega orodja 1ka, nato pa obdelani s programom SPSS, pri čemer je bila uporabljena deskriptivna statistična analiza, ki je omogočila prikaz distribucije anketirancev po posameznih razredih. Na koncu sta bili z namenom preverjanja odnosov med spremenljivkami uporabljeni še faktorska in korelacijska analiza.

**Rezultati:** Rezultati, pridobljeni na vzorcu 283 oseb, kažejo, da se proučevana populacija pogosto sooča s potrebo po znanju tujega jezika. Delovno aktivni, med njimi še posebej zaposleni na delovnih mestih, kjer je potrebna visokošolska izobrazba, bolj zaznavajo to potrebo. Ravno tako zaznavanje potrebe po znanju tujega jezika narašča s stopnjo študija. Preučevana populacija učenje jezika zaznava kot sredstvo, ki enakomerno prispeva k razvoju osebnosti in k večji zaposljivosti, obenem tudi meni, da je učni program potrebno sestaviti na način, da bo enakomerno vključeval tako individualne kot skupinske oblike dela.

**Organizacija:** Študija prikazuje odnos do tujih jezikov po posameznih segmentih; populacijo razdeli na dodiplomske in podiplomske študente ter na diplomante brez statusa, nato preučuje odnos tudi glede na aktivnost na trgu dela, i sicer populacijo razdeli na neaktivne, zaposlene prek študentskih servisov in redno oz. samozaposlene.

**Družba:** Rezultati študije ponujajo uvid trenutno stanje v segmentu slovenske družbe, ki deluje na področju ekonomije in poslovanja, poudarja pomen učenja tujih jezikov na tem strokovnem področju in postavlja izhodišče za modifikacijo vloge jezikov v poslovnih in ekonomskih študijskih programih.

**Originalnost:** Prva obsežnejša raziskava o odnosu slovenskih študentov ekonomskih in poslovnih ved v do učenja tujih jezikov v zadnjem desetletju.

**Omejitve/nadaljnje raziskovanje:** Priporočljive so nadaljnje raziskave med študentsko populacijo skozi daljše časovno obdobje, v različnih okoljih in v različnih strokovnih področjih.

**Ključne besede:** tuji jeziki, ekonomske in poslovne vede, Slovenija, visokošolsko izobraževanje.

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**Igor Ivašković** je diplomiral na področju ekonomije, prava, zgodovine, južnoslovanskih jezikov in književnosti ter pedagogike in andragogike, doktoriral je iz prava, poslovnih ved in politologije ter je trenutno zaposlen na Ekonomski fakulteti Univerze v Ljubljani.

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## The Role of an External Consultant in Introducing Organizational Change

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**Research Question (RQ):** What is the attitude of students and graduates of business and economics towards learning foreign languages?

**Purpose:** The purpose of this paper is to help planners of educational programs in the field of economics and business by analysing the attitude of students and graduates in this professional field towards learning foreign languages.

**Method:** Descriptive method was used in the theoretical part, data were collected using the online tool 1ka, and then processed with the SPSS program, using descriptive statistical analysis, which allowed showing the distribution of respondents. Finally, factor and correlation analyses were used in order to test the relations between variables.

**Results:** The results obtained on a sample of 283 respondents show that the studied population often faces the need for knowledge of foreign languages. Employees, especially those in jobs where higher education is needed, are more aware of this need. Likewise, the perception of the need for foreign language skills increases with the level of study. The studied population perceives language learning as a tool which equally contributes to personal development and to greater employability, but also believes that the curriculum should be designed in a way that will evenly include both individual and group forms of learning.

**Organization:** The study presents the attitude towards foreign languages by segments; it divides the population into undergraduate and postgraduate students and graduates without status, then examines the relationship according to activity in the labour market (divides the population into inactive, employed through student services and regularly or self-employed).

**Society:** The results of the study offer an insight into the current situation in the segment of Slovenian society which operates in the field of economics and business; emphasizes the importance of learning foreign languages in this professional field and sets the starting point for modifying the role of languages in business and economic study programs.

**Originality:** The first comprehensive research on the attitude of Slovenian students of economics and business towards learning foreign languages in the last decade.

**Limitations / further research:** Further research is recommended among the student population over a longer period of time, in different environments and in different professional fields.

**Keywords:** foreign languages, economics and business, Slovenia, higher education.

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**Igor Ivaškovič** graduated in law, history, South Slavic studies, pedagogy and andragogy (educational studies), and economics, holds PhDs in law, business administration and political science, and is currently employed at the School of Economics and Business, University of Ljubljana.

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# Statistika kriminala v letu 2020 v Sloveniji

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**Raziskovalno vprašanje (RV):** Kakšno je bilo stanje na področju kriminala v letu 2020 v Sloveniji?

**Namen:** Kriminal je zelo škodljiva aktivnost v družbi. Namen in cilj raziskave je narediti pregled stanja na tem področju in predlagati predloge za izboljšanje.

**Metoda:** Uporabljena je bila frekvenčna statistika in HI-kvadrat test.

**Rezultati:** Prikazana je statistika kriminala po demografskih podatkih in po vrsti kriminalnih dejanj.

**Organizacija:** Rezultati so pomembni za policijo, sodišča in za izobraževanje.

**Družba:** Zavedanje o tej problematiki na ravni celotne družbe je pomembno.

**Originalnost:** Raziskava je pomembna za povečanje varnosti na ravni celotne družbe.

**Omejitve/nadaljnje raziskovanje:** Uporabljeni so bili samo podatki za leto 2020. Potrebne so poglobljene kvantitativne in kvalitativne analize.

**Ključne besede:** kriminal, kriminalci, varnost, policija.

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**Franc Brcar** je univerzitetni diplomirani inženir strojništva, magister informacijsko-upravljalnih ved in doktor menedžmenta kakovosti. Dalj časa je bil zaposlen v večjem avtomobilskem podjetju. Na začetku je delal kot specialist na področju operacijskih sistemov in baz podatkov. Sledilo je delo na področju uvajanja in vzdrževanja sistemov za računalniško konstruiranje in ERP rešitev. V zadnjem obdobju se raziskovalno ukvarja z menedžmentom, menedžmentom informacijskih tehnologij, menedžmentom poslovnih procesov, inovativnostjo in kakovostjo.

Je predavatelj na več fakultetah na visokošolski, magistrski in doktorski stopnji. Izvaja individualne konzultacije in organizira seminarje za skupine iz statistike (R, SPSS, SAS, Lisrel, ...), analize kvalitativnih podatkov (ATLAS.ti) in pisanja strokovnih in znanstvenih del (kvalitativne in kvantitativne raziskovalne metode, Word, Excel, PowerPoint, Windows, linux, ...).

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## Crime Statistics in Slovenia in 2020

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**Research Question (RQ):** What was the situation of crime in Slovenia in 2020?

**Purpose:** Crime is a very harmful activity in society. The purpose and goal of the research is to review the situation in this area and make suggestions for improvement.

**Method:** Frequency statistics and the chi-squared test were used.

**Results:** Crime statistics are presented by demographic characteristics and by type of crime.

**Organization:** The results are important for the police, the courts, and the educational system.

**Society:** Raising awareness of the issue throughout society is important.

**Originality:** The research is important for increasing security at the level of the whole society.

**Limitations/further research:** Only data from 2020 was used. An in-depth quantitative and qualitative analysis is needed.

**Keywords:** crime, criminals, security, police.

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# Model gradnikov učinkovitega usmerjanja dijakov z uporabo čustvene inteligence, teorije izbire, čuječnosti in kompetenc

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**Raziskovalno vprašanje (RV):** Raziskovalno vprašanje, kateri so gradniki učinkovitega usmerjanja dijakov z uporabo čustvene inteligence, čuječnosti, teorije izbire in učiteljevih kompetenc, smo izoblikovali na temelju različnih znanstvenih spoznanj ter samovrednotenja učiteljevega dela z raziskavo.

**Namen:** Temeljni namen je bil izdelati izvirni model gradnikov učinkovitega usmerjanja dijakov z različno uporabo teorij in znanj s področja čustvene inteligence, teorije izbire, čuječnosti in kompetenc učitelja v Sloveniji ter tako identificirati gradnike izvirnega modela.

**Metode:** V empiričnem delu smo uporabili kvantitativno raziskovalno paradigmo. Za zbiranje podatkov smo uporabili metodo anketiranja srednješolskih učiteljev v vseh statističnih regijah Slovenije. Za konstruktno validacijo merjenih pojavov smo uporabili izračune faktorске analize. Za ugotavljanje vpliva neodvisnih spremenljivk na odvisno spremenljivko smo uporabili multiplo regresijsko analizo.

**Rezultati:** V vzorec raziskave je bilo vključenih 1025 anketirancev. Anketiranje smo izvedli na vzorcu srednješolskih učiteljev, ki smo jih k sodelovanju povabili v letu 2020. Pretežni delež vzorca predstavljajo ženske (71,4 %). V vzorec smo zajeli učitelje, ki poučujejo na šolah v vseh slovenskih statističnih regijah. Ključni pojmi oz. paradigme, ki smo jih z vprašalnikom preverjali, so čustvena inteligentnost, čuječnost, teorija izbire in kompetence učiteljev. V primeru čustvene inteligentnosti in čuječnosti smo potrdili enodimenzionalno strukturo

pojma. Pri teoriji izbire smo dobili dva faktorja, ki smo ju poimenovali »teorija izbire in organizacijsko vedenje« ter »teorija izbire in družbena percepcija«. V primeru učiteljevih kompetenc smo na podlagi faktorjske analize uvedli štiri nove spremenljivke, in sicer »kakovost strokovnega dela«, »kompetentno delo z dijaki«, »učni načrt kot vodilo strokovnega dela« ter »timski pristop za uspešno delo«. Vse spremenljivke smo za namene primerjalne analize izpeljali tako, da smo jih izračunali na podlagi povprečnih ocen posameznih trditev, ki padejo na posamezni faktor. Rezultati so pokazali, da so vse povezave pozitivne ter glede na vrednost korelacijskega koeficienta zmerne jakosti. Vse hipoteze smo potrdili, saj je bil delež pojasnjene variance visok, kar kaže na to, da so anketiranci izkazali tudi višjo stopnjo učinkovitosti usmerjanja dijakov, in sicer: čustvene inteligence 61,8 %, čuječnosti 41,6 %, teorije izbire 63,8 % ter učiteljeve kompetence 63,9 %.

**Organizacija:** Pozitiven vpliv na izobraževalne organizacije je v današnjem času konstantnih sprememb zagotovo najbolj odvisen od pedagoškega kadra, ki ga premore tovrstna organizacija. V prvi vrsti so zaposleni tisti, ki morajo prevzemati odgovornost za svoje življenje, kajti le zadovoljen učitelj je dober učitelj. Da bi to dosegali, moramo pri svojem delu ozavestiti različne pristope in teorije, kajti le to nam lahko zagotavlja uspeh pri delu z dijaki, ki smo jim vzgled in motivatorji pri njihovem nadaljnjem razvoju.

**Družba:** Izsledki in ugotovitve raziskave ter izvirni model prispevajo k razumevanju, miselnosti današnjega izobraževalnega sistema, ki se zaveda pomembnosti učiteljevega dela v vlogi vodje oziroma usmerjevalca razreda. Pri vplivu na družbo smo večkrat izpostavili pomembnost znanja različnih pristopov in teorij, ki jih učitelji morajo poznati, saj lahko na ta način vrednotimo uspešnost posameznika v družbi.

**Originalnost:** Prispevek k znanosti je utemeljitev modela gradnikov učinkovitega usmerjanja dijakov z uporabo čustvene inteligence, teorije izbire, čuječnosti in s kompetencami. Izoblikovali smo model povezav med čustveno inteligenco, teorijo izbire, čuječnostjo in kompetencami pri uspešnem delu učiteljev z dijaki. Zasnovan model je univerzalen, kar nam daje možnost nadaljnjih raziskav v vzgojno-izobraževalnih ustanovah tako med učitelji kot med dijaki.

**Omejitve/nadaljnje raziskovanje:** Podatke smo zbirali v času epidemije, kar tako za raziskovalca kot anketirance pomeni edinstveno situacijo. Predvidevamo lahko, da določene omejitve izhajajo tudi iz možnosti podajanja družbeno zaželenih odgovorov s strani učiteljev, saj smo raziskovana področja merili s samoocenjevalnim vprašalnikom. Nadgradnja našega modela bi bila, da bi izvedli periodično raziskavo med srednješolskimi učitelji v vseh statističnih regijah Slovenije, in sicer po dveh letih izobraževanja in usposabljanja učiteljev na področjih, ki smo jih raziskovali.

**Ključne besede:** čustvena inteligenca, čuječnost, teorija izbire, učiteljeve kompetence, paradigma, usmerjanje dijakov, model gradnikov pri učinkovitem usmerjanju dijakov.

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**Dr. Biljana Bahat** je doktorica znanosti in srednješolska učiteljica na področju sociologije in družboslovja, kjer se ukvarja z različnimi pristopi in teorijami pri delu z dijaki. Pristopi in metode z uporabo čustvene inteligence, teorijo izbire, čuječnostjo pri delu z dijaki in spodujanje njihovega potenciala uporablja pri svojem delu. Sodeluje v različnih mednarodnih projektih, ki se navezujejo na vodenje oziroma usmerjanje dijakov. Njeni raziskovalni interesi so kakovostno delo v razredu, preventivne delavnice za dijake s področja čustvene inteligence, čuječnosti, občutka lastne vrednosti, duševnega zdravja in komunikacije.

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**Zasl. prof. ddr. Marija Ovsenik** je redna profesorica in strokovnjakinja s področja organizacije, upravljanja ljudi in socialne gerontologije. Doktorirala je na Fakulteti za politično vedenje Veljka Vlahovića v Sarajevu in Fakulteti za organizacijo v Novem mestu ter opravila specializirano izobraževanje s področja upravljanja s človeškimi viri v neprofitnih organizacijah na Univerzi v Ljubljani. Leta 1996 ji je Ministrstvo za delo, družino in socialne zadeve podelilo nagrado za izjemne dosežke na področju socialnega varstva.

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**Dr. Nikolaj Lipič** je doktor znanosti in docent za področje socialne gerontologije. Na Alma Mater Europaea – Evropskem centru Maribor predava na študijskih programih socialne gerontologije, fizioterapije in zdravstvenih ved. Je tudi predsednik Gerontološkega društva Slovenije, član Strokovnega sveta pri Socialni zbornici Slovenije in član Strokovnega sveta za socialne zadeve pri Ministrstvu za delo, družino, socialne zadeve in enake možnosti. Njegovo raziskovalno delo se osredotoča na razvoj statistične pismenosti različnih generacij, raziskovanje aktivnega staranja, demence in demografskih vidikov staranja, vzpostavljanje kakovostnega timskega dela in odličnosti v socialni gerontološki praksi.

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## A Model of Building Blocks of Effective Student Guidance with the Usage of Emotional Intelligence, Choice Theory, Mindfulness and Competences

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**Research question (RQ):** We have created the research question based on various scientific insights, namely: emotional intelligence, emotion, theory of choice and competence, are studied to recognize influential building blocks of the effective guidance model for students using emotional intelligence, theory of choice and teacher competences.

**Purpose:** The main purpose of the article thesis is to create an original model, which consists of the building blocks of effective student guidance with different uses of theories and knowledge in the field of emotional intelligence, theories of choice, competences of the Slovenian teacher in order to identify the building blocks of the original model.

**Methods:** In the empirical section a quantitative research paradigm was used. Regarding data collection, the method of interviewing secondary school teachers in all statistical regions of Slovenia was chosen., we used the descriptive statistics method: standard deviation, minimum and maximum values, frequencies and percentages.

**Results:** The survey included 1,025 respondents. The survey was carried out on a sample of secondary high school teachers, which were invited to participate in 2020. The majority of the sample represents women (71.4 %). The sample included teachers who teach in schools in all Slovenian statistical regions. The key notions or paradigms that were tested with the help of the questionnaire, were emotional intelligence, intelligence, selection theory and competence of teachers. In the case of emotional intelligence and mindfulness one-dimensional structure of the concept was confirmed, in the theory of choice two factors were given, which we called "theory choice and organizational behavior" and "choice theory and social perception". In the case of teacher competences on the basis of a factor analysis, we introduced 4 new variables, namely "quality of professional work", "competent work with students", "curriculum as a guide of professional work" and "team approach for successful work". All variables were for the purposes of benchmarking carried out by calculating them on the basis of estimates of individual claims that fall on each factor. The results showed that all links are positive and based on the value of the correlation coefficient of moderate strength. All hypotheses were confirmed as the proportion of the explained variance was high, indicating that the respondents also showed higher rate in student guidance efficiency: emotional intelligence 61.8%, mindfulness 41.6 %, theory of choice 63.8 % and the teacher's competence 63.9 %.

**Organization:** The positive impact on educational organizations is now in time of that constant changes definitely most dependent on the teaching staff that such an organization can offer.

First and foremost, employees are those who have to take responsibility for their lives, because only a satisfied teacher is a good teacher. In order to achieve this, we need to raise awareness to different approaches and theories in work, as only this can ensure success in working with the students, whom teachers are role models and motivators in their further development.

**Society:** The results and findings of the study and the original model contribute to the mindset of today's education system, which is aware of the importance of the teacher's work as a leader or class guide. In its impact on society, the dissertation has repeatedly highlighted the importance of different approaches and theories that teachers need to know, as we can in this manner value the effectiveness of individual in society.

**Originality:** The contribution is the justification of the building block model of effective student guidance using emotional intelligence, choice theory, mindfulness and competences. In the original model we have identified the basic building blocks.: emotional intelligence, emotion, the theory of choice and competence of the teacher. The design model is universal, which gives us the opportunity to further research in educational institutions both among teachers and among students.

**Limitations/Future Research:** Data was collected during the epidemic, which is a unique situation both for the researcher and the respondents. We faced poor responsiveness, as teachers spent most of their time working from home. Upgrading our model would be to conduct a periodic survey among secondary high school teachers in all Slovenian statistical regions after two years of teacher education and training in the fields we have researched.

**Key words:** emotional intelligence, mindfulness, theory of choice, teacher competence, paradigm, student guidance, student model in effectively guiding students.

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**Biljana Bahat** is a doctor of science and high school teacher in the field of sociology and social sciences, where she deals with various approaches and theories in working with students. He uses approaches and methods using emotional intelligence, choice theory, mindfulness in working with students and encouraging their potential in his work. He participates in various international projects related to the leadership or guidance of students. Her research interests include quality classroom work, prevention workshops for students in the fields of emotional intelligence, mindfulness, self-worth, mental health, and communication.

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**Marija Ovsenik** is a full professor and expert in the field of organisation, people management and social gerontology. She obtained a PhD from the Faculty of Political Behavior Veljko Vlahović in Sarajevo and the Faculty of organisation study in Novo mesto, and completed a specialized training in the field of human resource management in non-profit organizations at the University of Ljubljana. In 1996, the Ministry of Labor, Family and Social Affairs awarded her the prize for outstanding achievements in the field of social protection.

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**Nikolaj Lipič** is a doctor of science and assistant professor in the field of social gerontology. At Alma Mater Europaea - European Center, Maribor, he lectures in the study programs of social gerontology, physiotherapy and health sciences. He is also the president of the Gerontological Society of Slovenia, a member of the Expert Council at the Social Chamber of Slovenia and a member of the Expert Council for Social Affairs at the Ministry of Labor, Family, Social Affairs and Equal Opportunities. His research focuses on the development of statistical literacy of different generations, research on active aging, dementia and demographic aspects of aging, the establishment of quality teamwork and excellence in social gerontological practice.

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# Gradniki osebne odličnosti izjemnih gluhih

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**Raziskovalno vprašanje (RV):** Izjemna odličnost pri osebah z določenim primanjkljajem, kot je na primer telesna pomanjkljivost ali drugačnost, je pomembna, saj mora posameznik, ki želi preseči to stanje, doseči maksimum in se uspešno prezentirati kot oseba z izjemno odličnostjo, premostiti svoj hendikep. Gluhi se navkljub sposobnostim znajdejo v neenakopravnem položaju pri vključevanju v slišče družbo, pri zaposlovanju in pri oblikovanju lastne kariere. Vsak gluhi posameznik, ki doseže osebno odličnost, je v spodbudo drugim gluhim.

**Namen:** je spoznati, kateri so tisti gradniki, ki izjemnim gluhim osebnostim omogočajo osebno odličnost in predlagati inovativne ukrepe za izboljšanje stanja na tem področju.

**Metoda:** je kvalitativna, prvi del zajema osnovne podatke (starost, spol, izobrazba, identiteta, način sporazumevanja), drugi je nestandardizirani intervju, zbrane podatke katerega obdelamo s kvalitativno raziskavo. Na podlagi odgovorov pridobimo podatke. Te podatke razvrstimo po kodah in kategorijah v skladu z metodologijo Glaserja in Straussa. V raziskavi je sodelovalo 20 gluhih iz Slovenije in tujine.

**Rezultati:** Raziskava je osvetlila gradnike odličnosti izjemnih gluhih posameznikov, ki jim omogočajo odličnost in uspešno kariero. Z intervjuji in kvalitativno raziskavo smo pridobili podatke za potrditev tez. Izhodiščna teza, ki opredeljuje smer raziskave, zadeva osebno odličnost, ki omogoča samouresničevanje in aktivno participacijo izjemnih gluhih ter preprečuje družbeno socialne posledice gluhot. Prva teza se glasi: Odličnost izjemnih gluhih je vezana na visoko funkcionalnost, fleksibilnost in stalno izobraževanje. Izjemni gluhi gredo tudi čez ovire, frustracije in se prilagajajo situaciji, pri čemer se nenehno izobražujejo, učijo, tako formalno kot neformalno. Druga teza se glasi: Izjemni gluhi delujejo v družbeno korist za skupnost gluhih kot tudi za širšo skupnost. Izjemne gluhe osebnosti s svojim zgledom delujejo pozitivno na ostale gluhe in tako razbijajo dileme in predsodke iz sliščega okolja. Tretja teza: Odlični izjemni gluhi so dvojezični – poleg znakovnega jezika so tudi multikulturni. Četrta teza: Gluhi so v okolju, ki jih podpira, razume in omogoča razvoj, uspešnejši od gluhih, ki ne živijo v teh pogojih. Peta teza izhaja iz tega, da znakovni jezik vpliva na razvoj identitete in odličnost gluhih. Izjemni gluhi imajo pozitivno identiteto in so ponosni na svoj znakovni jezik in identiteto.

**Organizacija:** Blagostanje neke skupnosti, ki jo tvorijo odlični posamezniki, tako tisti s kakšno pomanjkljivostjo, npr. gluhoto, kot slišiči, pomeni blaginjo posameznikov, ki to skupnost sestavljajo. Kar velja za večje sisteme (državo), velja tudi za njegove sestavne dele – podsisteme oz. manjše sisteme (državljanje).

**Družba:** Izjemna odličnost pri osebah z določenim primanjkljajem je pomembna, saj mora posameznik, ki želi preseči to stanje in doseči maksimum in se uspešno prezentirati kot oseba z izjemno odličnostjo, premostiti svoj hendikep. Skrb za enakost pomeni središče človekovega razvoja. Opredeljuje pomen demokratizacije kot participacije državljanov pri vodenju države.

**Originalnost:** Raziskava je ena redkih slovenskih študij (o) gluhih. V njej smo predstavili utemeljene gradnike osebne odličnosti izjemnih gluhih, kar tudi v svetu še ni bilo raziskano.

**Omejitve/nadaljnje raziskovanje:** Raziskava ni zaključena celota. Obstajajo stanja in dogodki v življenju gluhih, ki so pomembno vplivali na osebno odličnost posameznikov ter so še neobdelani in ostajajo izziv za nadaljnje proučevanje.

**Ključne besede:** osebna odličnost, izjemni gluhi, gluhoti, hendikep, identiteta, stigma, znakovni jezik, demokratizacija.

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**Petra Rezar** je magistra znanosti s področja filozofije (Filozofska fakulteta Univerze v Mariboru) in certificirana tolmačica za slovenski znakovni jezik. Zaposlena je na Zavodu za gluhe in naglušne Ljubljana kot učiteljica, tolmačica in koordinatorka seminarjev nadaljnega strokovnega izobraževanja in usposabljanja KATIS. Strokovne izkušnje je nabirala Združenju gluhoslepih Slovenije Dlan ter kot predsednica Društva učiteljev gluhih Slovenije in v Zavodu za študije gluhih, izobraževanje, tolmačenje in coaching Lingua Signans. Je urednica zbornikov, organizatorka konferenc, nazadnje je sodelovala pri pripravi znanstvene monografije Izzivi inkluzije pri vseživljenjskem učenju in izobraževanju odraslih s posebnimi potrebami, ki je izšla konec leta 2021. Vodi organizacijski in znanstveni odbor mednarodne konference o zgodovini gluhih v Ljubljani in sodeluje z Narodno galerijo pri pripravi razstave o gluhem akademskem kiparju Štreklju. Je doktoradka Fakultete za organizacijske študije v Novem mestu.

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## Building Blocks of Personal Excellence of the Exceptional Deaf

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**Research Question (RQ):** Outstanding excellence in people with a particular deficiency, such as a physical disability or difference, is important for the individual wanting to overcome this condition, achieve maximum results and successfully present themselves as someone with exceptional excellence; the individual must overcome his/her disability. Despite their abilities, the Deaf often find themselves in an unequal position when it comes to integrating into the hearing society, in employment and in shaping their own careers. Every Deaf individual who achieves excellence becomes a role-model for other Deaf people.

**Purpose:** To find out what are the building blocks that enable exceptional Deaf personalities to develop personal excellence, and to propose innovative measures to improve the situation in this field.

**Method:** It is qualitative; the first part covers basic data (age, gender, education, identity, mode of communication), while the other is a non-standardized interview, the responses to which are analysed through qualitative research. Data is collected based on the answers. This information is sorted by codes and categories. The Glaser and Strauss methodology has been used in this work. Twenty Deaf people from Slovenia and abroad participated in the research.

**Results:** The research highlighted the building blocks of excellence of exceptional Deaf individuals, which enable them excellence and pursuing successful careers. We have obtained data to confirm our theses through interviews and qualitative research. The initial thesis, which defines the direction of the research, concerns personal excellence that enables self-realization and active participation of exceptional Deaf people and prevents the social consequences of deafness. The first thesis is: The excellence of the exceptional Deaf is linked to high functionality, flexibility and continuous education. Exceptional Deaf people often face obstacles and frustrations but adapt to the situations learning constantly, both formally and informally. The second thesis is: Exceptional Deaf people work for the social benefit of the Deaf community as well as the wider community. Exceptional Deaf personalities have a positive effect on other Deaf people by their example, thus shattering dilemmas and prejudices from the hearing environment. Their development is more successful than that of the Deaf people who do not live in such conditions. The fifth thesis stems from the fact that Sign Language influences the development of identity and excellence of the Deaf. Exceptional Deaf people have a positive identity and are proud of their identity and the Sign Language they use.

**Organization:** The well-being of a community consisting of excellent individuals, including those with a deficiency such as deafness or impaired hearing, depends on the well-being of

the individuals who make up this community. What applies to larger systems (the state), also applies to its components – subsystems or smaller systems (citizens).

**Society:** Exceptional excellence in people with a particular deficiency is important, as an individual who wants to overcome this condition by achieving the maximum possible development and by being successful, presents him or herself as a person with exceptional excellence who overcomes his/her handicap. The concern for equality is at the heart of human development. It defines the importance of democratization as the participation of citizens in state policies.

**Originality:** This research is one of the few Slovenian studies of (and by) the Deaf. It allowed us to present the grounded building blocks of the personal excellence of the exceptional Deaf, which has not yet been researched anywhere.

**Limitations / further research:** The research is not complete. There are conditions and events in the lives of the Deaf that have significantly affected the personal excellence of individuals and remain to be analyzed, which is a challenge for further study.

**Keywords:** personal excellence, exceptional Deaf, deafness, handicap, identity, stigma, sign language, democratization.

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Petra Rezar holds a Master's degree in Philosophy from the Faculty of Arts in University of Maribor, Slovenia, and is a certified interpreter for Slovene Sign Language. She is employed at the Centre for the Deaf and Hard of Hearing in Ljubljana as a teacher, interpreter and coordinator of professional development seminars. She gained professional experience in the Association of the Deafblind of Slovenia Dlan, she is the President of the Association of Teachers of the Deaf of Slovenia, she runs the Institute for Deaf studies, education, interpreting and coaching Lingua Signans. She is the editor of various proceedings, organizes conferences, and participated in the preparation of the scientific monograph Challenges of Inclusion in Lifelong Learning and Education of Adults with Special Needs (2021). She is Head of the organizing and scientific committees of the International conference on the history of the Deaf in Ljubljana (2022) and cooperates with the National Gallery (Slovenia) in the preparation of an exhibition on the Deaf academic sculptor Ivan Štrekelj. She is a doctoral student at the Fakulteta za organizacijske študije in Novo mesto.

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# Razvoj konceptualnega modela korporativne varnosti slovenskih naravnih zdravilišč

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**Raziskovalno vprašanje (RV):** Vsebinski izziv in raziskovalni problem raziskave (eksploratorne narave) je raziskati koncepte korporativne varnosti in varnostne kulture z vidika dejavnikov, ki na korporativno varnost vplivajo in kot jih zaznavajo zdraviliški gosti, zaposleni v zdraviliščih ter pridobiti vpogled v interpretacije in prakse tistih, ki o problemu varnosti največ vedo (t. i. udeleženci raziskave). Kakšna je varnostna kultura, kateri dejavniki jo gradijo in kako je zaznana pri ključnih deležnikih je raziskovalno vprašanje. Raziskava povezuje različna znanstvena področja tako poslovne vede, management kot tudi kriminologijo.

**Namen:** Namen raziskave je s pregledom sodobne domače in tuje znanstvene literature in virov ter empirične raziskave razviti nov konceptualni model korporativne varnosti v zdraviliškem turizmu, katerega bo možno preverjati z vidika zmanjševanja tveganj v slovenskem turizmu. Cilji raziskovanja so proučiti, analizirati, primerjati, pregledati ter kritično ovrednotiti sodobno domačo in tujo literaturo in vire s področja korporativne varnosti v zdraviliškem turizmu; pridobiti poglobljen vpogled v koncept korporativne varnosti v SNZ, kot ga imajo udeleženci raziskave; ugotoviti dejavnike korporativne varnosti; narediti analizo posnetka stanja med gosti o njihovih zaznavah in praksah ter poznavanja korporativne varnosti; analizirati stališča, prakse in poznavanje varnostne kulture zaposlenih v SNZ; razviti nov konceptualni model korporativne varnosti v zdraviliščih.

**Metoda:** Raziskava je zasnovana kot študija primera in razdeljena v dva dela, kvalitativni in kvantitativni, ter usmerjena v proučitev korporativne varnosti v slovenskih zdraviliščih. V kvalitativnem delu so podatki zbrani s pomočjo intervjuja in analize dokumentov ter nato analizirani s pomočjo metode analize vsebine. V kvantitativnem delu so podatki zbrani s tremi različnimi anketnimi vprašalniki ter analizirani s pomočjo opisne statistike, faktorske analize, cluster analize in regresijske analize.

**Rezultati:** Proučevana SNZ skušajo z zagotavljanjem objektivne dimenzije varnosti zagotoviti subjektivno dimenzijo varnosti in ohraniti raznolikost je rezultat kvalitativnega dela raziskave. Kvantitativni del raziskave je razdeljen na tri dele: a) razvoj anketnega vprašalnika; rezultat faktorske analize so faktorji, ki so bili podlaga za oblikovanje anketnega vprašalnika za goste v SNZ; b) anketa o varnosti v SNZ za goste; rezultat raziskave je stanje varnosti v SNZ na izbranem vzorcu; c) razvoj ankete o stališčih in praksah zaposlenih o varnostni kulturi v SNZ; rezultat stanje varnostne kulture v SNZ na izbranem vzorcu.

**Organizacija:** SNZ bodo lahko spremenila ali dopolnila ali na novo opredelila konceptualni model korporativne varnosti.

**Družba:** Večja varnost na turistični destinaciji, ki vpliva na večjo varnost okolja npr. lokalne skupnosti, kjer se nahaja zdravilišče.

**Originalnost:** Teoretični konceptualni mod korporativne varnosti za slovenski zdraviliški turizem, ki sloni na empiričnih ugotovitvah raziskave.

**Omejitve/nadaljnje raziskovanje:** Stopnja odzivnosti udeležencev v raziskavi in anketirancev; namenski vzorec pomeni, vključitev najboljših poznavalcev področja in teme, brez vključitve vseh tistih, ki se posredno srečujejo z vprašanjem varnosti; izziv za nadaljnje raziskovanje je razviti konceptualni model implementirati kot vzorec v enega od SNZ in preizkusiti njegovo delovanje.

**Ključne besede:** korporativna varnost, zdravilišča, turizem, gost, zaposleni, organizacijska kultura, varnostna kultura.

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**Sebastjan Repnik** predavatelj na Gmu Novo mesto - center biotehnike in turizma. Izkušeni predavatelj s praktičnimi znanji iz gospodarstva v višje šolskem izobraževanju. Področja raziskovanja: gostinstvo, turizem, varnost v turizmu, poslovanje hotelov, turističnih agencij in wellness turizma.

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**Borut Kodrič** je doktoriral s področja statistike na Ekonomski fakulteti v Ljubljani (univerzitetni študij Statistika na Univerzi v Ljubljani). V svojem doktoratu je proučeval metodologijo izračuna večfaktorske produktivnosti na osnovi indeksnega pristopa. Pred zaposlitvijo na Fakulteti za management je bil pet let zaposlen v banki, kot samostojni organizator poslovnih procesov. Na Fakulteti za management Univerze na Primorskem sodeluje pri izvedbi predmetov Poslovna matematika in statistika, Raziskovanje v managementu ter Statistika v ekonomiji in financah. Njegova raziskovalna področja so metodologije uradne statistike in financiranje terciarnega izobraževanja.

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## Developing a Conceptual Model of Corporate Security in Slovenian Natural Spas

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**Research Question (RQ):** The contextual challenge and research problem of the study (exploratory in nature) is to examine the concepts of corporate security and safety culture in terms of the factors that influence corporate security and how they are perceived by spa guests and spa employees, and to gain insight into the interpretations and practises of those who know the most about the issue at hand (survey respondents). What is safety culture, what factors are part of it and how is it perceived by key stakeholders is a research question. The research combines different scientific fields of economics, management and criminology.

**Purpose:** The aim of the research is to develop a new conceptual model of corporate security in spa tourism by reviewing contemporary domestic and foreign scientific literature and sources, as well as empirical research, which can be verified in terms of risk reduction in Slovenian tourism. The objectives of the research are to study, analyse, compare, review and critically evaluate contemporary domestic and foreign literature and sources in the field of corporate security in spa tourism; to have a deep insight into the concept of corporate security in Slovenian natural spas as the participants of the research have; the identification of factors of corporate security; a snapshot analysis among guests of their perceptions and practises and knowledge of corporate security; an analysis of the attitudes, practises and knowledge of the safety culture of employees in the Slovenian natural spas; the development of a new conceptual model of corporate security in spas.

**Method:** The research is designed as a case study and is divided into two parts, one qualitative and one quantitative, and focuses on the study of corporate security in Slovenian spas. In the qualitative part, data is collected through interviews and document analysis and then analysed using the content analysis method. In the quantitative part, the data is collected with three different questionnaires and analysed using descriptive statistics, factor analysis, cluster analysis and regression analysis.

**Results:** The Slovenian natural spas studied try to ensure the subjective dimension of safety/security and maintain diversity by providing an objective dimension of safety/security, which is the result of the qualitative part of the research. The quantitative part of the research is divided into three parts: (a) development of a questionnaire; the result of the factor analysis are the factors that served as a basis for the design of the questionnaire for guests in Slovenian natural spas; (b) a survey on safety in Slovenian natural spas for guests; the result of the research is the state of safety in Slovenian natural spas on a selected sample; (c) development of a survey on employees' attitudes and practises towards safety culture in Slovenian natural spas; the result is the state of safety culture in Slovenian natural spas on a selected sample.

**Organization:** Slovenian natural spas will be able to change, complement or redefine the conceptual model of corporate security.

**Society:** Greater security in a tourist destination, which has implications for the greater security of the surrounding area, e.g. the local community in which the spa is located.

**Originality:** Theoretical concept of corporate security for Slovenian spa tourism, based on the empirical results of research.

**Limitations / further research:** Response rate of survey participants and respondents; Purpose sample means including the best experts in the field and on the topic, without including all those who are indirectly confronted with the issue of safety/security; The challenge for further research is to implement the developed conceptual model as a sample in one of the Slovenian natural spas and test its functioning.

**Keywords:** corporate security, health resorts, tourism, guest, employees, organizational culture, safety culture.

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**Sebastjan Repnik** is the Professor of tourism at Gm Novo mesto - Centre of Biotechnics and Tourism, Slovenia. He is experienced professor with a demonstrated history of working in the higher education industry. Research interests: hospitality, tourism, security in tourism, business in hotel industry, tourist agencies and wellness tourism.

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**Borut Kodrič** got his PhD in the field of statistics at the Faculty of Economic Ljubljana, Slovenia (interdisciplinary programme Statistics at the University of Ljubljana). In his PhD he analysed the methodology of the total factor productivity index estimation. He is an assistant professor at the Faculty of Management University of Primorska, lecturing on business mathematics and statistics, research methodology in management and statistics in economics and finance. He has authored or co-authored various scientific papers and is currently involved in different research projects

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# Vpliv državnih presejalnih programov na zgodnje odkrivanje predrakavih sprememb in raka

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**Raziskovalno vprašanje (RV):** Ali državni presejalni programi vplivajo na zmanjšanje obolevnosti in smrtnosti zaradi rakavih bolezni?

**Namen:** Namen raziskave je bil opraviti sistematičen pregled virov, ki se navezujejo na tri organizirane državne presejalne programe in njihov vpliv na zgodnje odkrivanje in zmanjševanje rakavih bolezni.

**Metoda:** V raziskavi smo uporabili deskriptivno metodo za pregled literature in verodostojnih internetnih virov na temo rakavih bolezni v povezavi z delovanjem državnih presejalnih programov. Izključili smo vse poljudne in nestrokovne vire ter tudi literaturo, ki ni prosto dostopna v celotnem besedilu.

**Rezultati:** Številne rakave in predrakave spremembe se uspešno odkrije s pomočjo državnih presejalnih programov. Velik del bolezni/sprememb, odkritih v zgodnji fazi, je možno pozdraviti brez invazivnega onkološkega zdravljenja ter poznih posledic za zdravje.

**Organizacija:** Dobra organizacija presejalnih programov je bistvenega pomena za njihovo učinkovitost delovanja.

**Družba:** Ustrezna ozaveščenost družbe o pomenu skrbi za lastno zdravje je pomembna za zmanjševanje splošne obolevnosti v populaciji.

**Originalnost:** Ob predstavitvi vpliva presejalnih programov na zgodnje odkrivanje raka, bomo predstavili še pomembne ovire, ki omejuje njihovo polno učinkovitost pri delovanju.

**Omejitve/nadaljnje raziskovanje:** Raziskava je preučevala vpliv treh državnih programov na pojav rakavih bolezni. Za splošno oceno učinkovitosti in kakovosti programov priporočamo izvedbo poglobljene raziskave z vključenim vidikom zdravstvenih izvajalcev programa in z oceno zadovoljstva pacientov.

**Ključne besede:** preventiva raka, Slovenija, organizacija, smernice.

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Robert Sotler je absolvent doktorskega študija na FOŠ. Po izobrazbi je diplomirani zdravstvenik, magister javnega zdravja in ima več kot 20 let delovne dobe na različnih področjih v zdravstvu. Trenutno je zaposlen na Univerzi Ljubljana, Zdravstveni fakulteti kot visokošolski učitelj. Habilitiran je v višjega predavatelja s področja zdravstvene nege.

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## The Impact of National Screening Programs on Early Detection of Precancer and Cancer

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**Research question (RQ):** Do national screening programs reduce cancer morbidity and mortality?

**Purpose:** The aim of the study was to conduct a systematic review of sources on three organized national screening programs and their impact on early detection and reduction of cancer.

**Methods:** In the study, we used a descriptive method to review the literature and credible Internet sources on cancer related to the implementation of national screening programs. We excluded all popular and unprofessional sources and literature that was not freely available throughout the text.

**Results:** Many cancerous and precancerous changes are successfully detected by national screening programs. Many diseases/changes detected at an early stage can be cured without invasive oncological treatment and late health consequences.

**Organization:** Good organization of screening programs is essential for their effective implementation.

**Society:** Adequate public awareness of the importance of taking care of one's health is important to reduce overall morbidity in the population.

**Originality:** We present not only the impact of screening programs on early cancer detection, but also important barriers that limit their full effectiveness in practice.

**Limitations/further research:** The study examined the impact of three national programs on cancer incidence. For an overall assessment of program effectiveness and quality, we recommend conducting an in-depth survey involving program health care providers and assessing patient satisfaction.

**Keywords:** cancer prevention, Slovenia, organization, guidelines.

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**Robert Sotler** is a doctoral student at FOŠ. He holds a degree in Health care (RN), a master's degree in public health, and has more than 20 years of experience in various health care settings. He is currently a college lecturer at the College of Ljubljana, Faculty of Medicine. He has habilitated as a lecturer in the field of nursing.

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# Ključni dejavniki digitalizacije procesov v oskrbni verigi

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**Raziskovalno vprašanje (RV):** V raziskavi nas zanima kateri so ključni dejavniki sprememb ob digitalizaciji procesov v oskrbni verigi in kako vpliva digitalizacija na organizacije?

**Namen:** Raziskali bomo, vpliv digitalizacije na oskrbovalno verigo. Cilj je prepoznati ključne dejavnike digitalizacije in ugotoviti potrebne spremembe procesov, ki so povezani z njenim uvajanjem v oskrbovalno verigo.

**Metoda:** Za namen raziskave smo uporabili kvalitativno metodo. Naredili smo študijo literature ter analizirali pridobljene podatke.

**Rezultati:** Raziskava je pokazala, da podjetja dajejo velik pomen digitalizaciji. Ta še posebej vpliva na njihove oskrbovalne verige. Dodatno je pojav epidemije Koronavirus (SARS-CoV-2) še pospešil širjenje digitalizacije. Delo od doma (izven sedeža podjetja) na področju oskrbovalnih verig je praktično nemogoče izvajati brez ustrezne digitalizacije procesov. Podjetja v svojih procesih uvajajo oblačne rešitve informacijske podpore, ki omogočajo povezovanje tudi v okviru oskrbovalnih verig. S pomočjo novih tehnologij IoT povezujejo procese v enoten sistem. S sodobnimi računalniki, ki omogočajo obdelavo množice podatkov lahko oskrbovalne verige sproti dobivajo informacije za svoje poslovanje. Evidentirali smo ključne dejavnike in podporo, ki jo s svojim spodbujanjem dajejo posamezne države in njihove institucije.

**Organizacija:** Raziskava omogoča slovenskim podjetjem boljši pregled nad dejavniki digitalizacije ter daje napotek kako se strukturirano lotiti teh procesov. Podjetja bodo z raziskavo dobila pregled nad različnimi modeli digitalizacije in njihovo uporabo.

**Družba:** Podjetja z investiranjem v informatizacijo s področja oskrbovalnih verig ter vlaganjem v povezovanje in izmenjavo podatkov med partnerji prispevajo k hitrejšemu in trajnostnemu razvoju. S pomočjo digitalizacije se pospeši in poceni poslovanje ter s povezovanjem in deljenjem podatkov tudi pospeši razvoj.

**Originalnost:** V raziskavi smo predstavili ključne dejavnike digitalizacije procesov, ki pripomorejo k lažji in hitrejši gradnji oskrbovalnih verig. Podjetja imajo v veliki meri odpor do spreminjanja procesov in tudi do izmenjave podatkov. O digitalizaciji na splošno je veliko

napisanega. Nismo pa zasledili njene obravnave v povezavi s potrebno spremembo procesov še posebej v oskrbni verigi.

**Omejitve/nadaljnje raziskovanje:** Raziskovanje je bilo omejeno na zbrano in pregledano literaturo iz področja oskrbovalnih verig v proizvodnih podjetjih. Raziskavo bi bilo smiselno nadaljevati oz. jo razširiti z večjem številom intervjuvancev, vključitvijo tehnike kodiranja in obdelavo pridobljenih podatkov.

**Ključne besede:** digitalizacija, e poslovanje, informacijski sistem, oblačne rešitve, IoT, procesi, sodelovanje, komunikacija.

\*\*\*

**Andrej Lukan** Na Ekonomski fakulteti v Ljubljani zaključil visokošolsko izobrazbo na smeri za denarništvu in finance, specialistični študij na področju Managementa in Magistrski študij na področju Poslovanje in organizacija. Od leta 1994 zaposlen v Krki, tovarni zdravil, d.d., Novo mesto. Trenutno na delovnem mestu namestnik direktorja Oskrbne verige, odgovoren za področje logistike. Ima dolgoletne izkušnje na projektih prenove procesov in uvajanja programske podpore na področju materialnega poslovanja, transporta in upravljanja voznega parka.

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## Key factors of digitization processes in the supply chain

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**Research Question (RQ):** At this research, we are interested in what are the key factors of change during the digitization of processes in the supply chain and how does digitalization affect organizations?

**Purpose:** We will explore how digitization affects the supply chain. The aim is to identify the key factors of digitization and the necessary changes in the processes associated with its introduction into the supply chain.

**Method:** We used qualitative method research. We made a study of the literature and analysed the obtained data.

**Results:** Research has shown that companies and their supply chains attach great importance to digitalization. Additionally, the outbreak of the Coronavirus epidemic (SARS-CoV-2) has further accelerated the spread of digitization. Working from home (outside the company's headquarters) in the field of supply chains is practically impossible to carry out without proper digitization of processes. In the processes of material management, companies are introducing cloud solutions of information support, which enable external integration. With the help of new IoT technologies, they integrate processes into a single system. With modern computers that enable big data analysis, supply chains can receive information for their business practically on the spot. We recorded key factors as well as the support that countries and their institutions also provide through their promotion.

**Organization:** The research provides Slovenian companies a better overview of the factors of digitalization and provides guidance on how to tackle these processes in a structured way. The companies will through research get an overview of different models of digitalization and their use.

**Society:** By investing in informatization in the field of supply chains and investing in the connection and exchange of data between partners, companies contribute to faster and more sustainable development. With the help of digitalization, business is accelerated and economically, and development is also accelerated by connecting and sharing data.

**Originality:** In the research, we presented the key factors of digitalization processes that contribute to easier and faster construction of supply chains. Businesses have a great deal of resistance to process change and data sharing. Much has been written about digitization in general. However, we did not see its treatment in connection with the necessary process change, especially in the supply chain.

**Limitations / further research:** The research was limited to the collected and reviewed literature for supply chains in manufacturing companies. It would make sense to continue the

research or. expand it with interviewees of supply chain experts, the inclusion of coding techniques, and the processing of acquired data.

**Keywords:** digitalization, e-business, information system, cloud solutions, IoT, processes, cooperation, communication

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**Andrej Lukan** On the Faculty of Economics in Ljubljana, he completed a university degree in monetary and finance, a specialization study in Management, and a Master's degree in Management and Organization. Since 1994 he has been employed by Krka, d.d., Novo mesto. Currently in the position deputy director Supply chain, responsible for logistics. He has many years of experience in process renovation projects and the introduction of software support in the field of material management, transport, and fleet management.

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