

8. ZNANSTVENA
KONFERENCA
**NOVE
PARADIGME
ORGANIZACIJSKIH
TEORIJ**



**ZBORNIK
POVZETKOV**

16 • MAREC • 2023

**RAZISKOVANJE IN
ORGANIZACIJSKI RAZVOJ**



Fakulteta za
organizacijske študije
Faculty of organisation studies

8. znanstvena konferenca

Nove paradigme organizacijskih teorij 2023

z naslovom

Raziskovanje in organizacijski razvoj

Zbornik povzetkov

16. marec 2023

na daljavo v MS Teams okolju

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Fakulteta za organizacijske študije v Novem mestu, 2023

Raziskovanje in organizacijski razvoj
zbornik povzetkov

Urednik: Prof. dr. Boris Bukovec

Založila: Fakulteta za organizacijske študije v Novem mestu
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E-dostop: <https://www.fos-unm.si/si/dejavnosti/npot/objave/>
DOI: 10.37886/npot2023

Kataložni zapis o publikaciji (CIP) pripravili v Narodni in univerzitetni knjižnici v Ljubljani

COBISS.SI-ID 144356099

ISBN 978-961-6974-80-6 (PDF)

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Prihodnost raziskovanja v organizacijskih vedah

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Raziskovalno vprašanje (RV): Kako raziskovati, da bomo razumeli novodobne spreminjajoče se organizacije? Raziskovanje organizacije je tudi v današnjem času pod močnim vplivom predpostavk, ki izhajajo iz tradicionalnih organizacijskih teorij. Kljub temu, da te teorije v današnjem času ne pojasnijo celovitega delovanja organizacije, so še vedno pomembne za razlago organizacijske strukture in njenega delovanja. Z njimi lahko pojasnimo delitev dela, ki je izhodišče za višjo produktivnost organizacije. Organizacijsko okolje je vse bolj kompleksno in ustvarja potrebo po teoretični in metodološki raznolikosti v raziskovalnem procesu, ki bi omogočila odmik od normativne in opisne predstavitve praktičnega delovanja organizacije in odmik od enostranske uporabe deduktivnih in interpretativnih metod, ki so značilne za naravoslovne znanosti.

Namen: Namen in cilji raziskovanja so predstaviti načine raziskovanja v organizacijskih vedah, ki kompleksno predstavijo organizacijske probleme in rešitve, ki premostijo univerzalno pojmovanje organizacije v nasprotju z individualističnim pojmovanjem.

Metoda: Raziskovalne cilje sem dosegel s pomočjo uporabe razlagalne hermenevitične metode, s katero sem analiziral znanstvene in strokovne članke, monografske publikacije in druge vire, ki obravnavajo raziskovalne pristope in teme v organizacijskih vedah.

Rezultati: Rezultati raziskave kažejo, da raziskovanje v organizacijskih znanostih še vedno v pretežni meri temelji zgolj na uporabi ali pozitivističnega pogleda ali redkeje na interpretativnem pogledu na organizacijo. Ti dve, pogosto se izključujoči paradigmi, ne prispevata k teoretični in metodološki raznolikosti. Zato predlagam celovit raziskovalni model.

Organizacija: Rezultati celovitega raziskovanja so izhodišče menedžerjem za sprejemanje odločitev v konkretnem organizacijskem okolju.

Družba: Raziskava predstavi model, s katerim je mogoče raziskati kompleksne organizacijske probleme na družbeni ravni in ugotoviti, kje je mogoče izboljšati organiziranost družbenega okolja na lokalni in na globalni ravni.

Originalnost: Raziskovalni pristop v raziskavi omogoča vsestranski pogled na organizacijske probleme in je izhodišče za razumevanje organizacijskega delovanja na individualni in kolektivni ravni.

Omejitve/nadaljnje raziskovanje: Omejitev raziskave je v predstavitvi raziskovalnih pristopov in modelov, ki so večinoma izid pozitivističnega pristopa k raziskovanju. V prihodnje bi bilo treba predstaviti rezultate celovitega pristopa (pragmatičnega pristopa) v k raziskovanju v organizacijskih vedah.

Ključne besede: paradigma, pozitivizem, normativnost, hermenevtika, pragmatizem, raziskovanje, celovitost, spremembe.

Milan Ambrož, doktor organizacije, direktor varovanja in izobraževanja v industrijskem podjetju, dekan visoke šole, direktor IRSSV, poslovni svetovalec, profesor in raziskovalec na Turistici, AMEU, ECM, Maribor in Fakulteti za organizacijske študije. Je avtor več kot šestdeset znanstvenih in strokovnih člankov in osmih znanstvenih monografij.

Future of the Organisational Research in Social Sciences Chain

Research Question (RQ): How to research to understand post- modern everchanging organisations? Research in organisational science is still based on traditional organisational theories. However, traditional approaches need to explain the contemporary corporate environment comprehensively but are useful for understanding organisational structures and their performance. These approaches can explain work division and organisational productivity. Organisational climate is complex, and there is a need to implement theoretical and methodological diversity in organisational research. Diversity research is a prerequisite for the release from normative and prescription presentations of organisational performance. Further, there is a need to abandon non-variate deductive and interpretation methods of organisation performance, which prevailed in natural sciences.

Purpose: The research presents non-traditional and comprehensive methods and paradigms in organisational research for solving complex organisational problems, bridging the universal understanding of the organisation that contradicts the individualistic and positivistic knowledge of an organisation.

Method: I achieved the research purpose using the interpretative, hermeneutic method to analyse the organisational research resources, strategies, theoretical approach and future research model.

Results: The contemporary study shows that positivistic and rational approaches and methods or only interpretivism practices still prevail in organisational research. These two, often excluding paradigms, do not add new value in the form of theoretical and methodological diversity. New research model is proposed.

Organisation: Research results are the base for solving complex organisational problems.

Society: The research study presents the model for solving complex problems on a local and strategic societal level.

Originality: The research approach and model posit the multifaceted view of organisational problems and is the vantage point for understanding the corporate endeavour on individual and societal levels.

Limitations / further research: Research limitations reside in presenting research based on the positivistic paradigm. Future investigation should address the comprehensive (pragmatic) approach to research in organisational sciences.

Keywords: paradigm, positivism, normative, hermeneutics, pragmatism, research, comprehensive, change.

Milan Ambrož, PhD in organisational science, director of security and education in a large industrial company, Dean of Turistica, Director of IRSSV, business consultant, professor and researcher in Turistica, AMEU ECM Maribor, Faculty of organisational studies. Authored and co-authored over 60 scientific and professional articles and eight scientific monographs.

Ključni dejavniki trajnostnega ravnanja z neporabljenimi zdravili

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Raziskovalno vprašanje (RV): Kateri so ključni dejavniki, ki vplivajo na trajnostno ravnanje z neporabljenimi zdravili?

Namen: Namen raziskave je bil opraviti sistematičen pregled dosedanjih empiričnih raziskav o dejavnikih, ki vplivajo na trajnostno ravnanje z neporabljenimi zdravili pri uporabnikih v gospodinjstvih.

Metoda: Opravili smo pregled domačih in tujih empiričnih raziskav. Uporabili smo baze ProQuest, ScienceDirect, Google Scholar, Springer Link in Pubmed. Iskali smo tudi v repozitorijih Univerze na Primorskem, Univerze v Novi Gorici, Univerze v Ljubljani, Univerze v Mariboru ter v elektronski knjižnici Fakultete za organizacijske študije v Novem mestu.

Rezultati: Ugotovili smo, da so avtorji raziskav trajnostnega ravnanja z zdravili kot ključne dejavnike, ki vplivajo na namero za ravnanje največkrat izpostavili stališča, nadzor nad ravnanjem, subjektivne norme, znanje, ozaveščenost, zaznane koristi, zaznane grožnje in namige/spodbude za ravnanje. Namera za ravnanje je najbolj proksimalen napovedni dejavnik za ravnanje. Med preučevanimi znanstvenimi deli smo ugotovili, da avtorji v nobeni empirični raziskavi niso zajeli vseh dejavnikov, ki bi vplivali na trajnostno ravnanje. Prevladujoči metodi raziskav za pridobivanje podatkov sta bili anketiranje preko vprašalnikov ter izvedba intervjujev, za analizo podatkov pa opisna statistika ter faktorska analiza.

Organizacija: S predstavitvijo psiholoških, socialnih, okoljskih in drugih dejavnikov na področju trajnostnega ravnanja so izpostavljeni najpomembnejši izzivi, ki se tičejo izobraževanja, ozaveščanja, nadzora nad trajnostnim ravnanjem z neporabljenimi zdravili. Na podlagi tega imajo deležniki v teh procesih priložnost preučevati trajnostno ravnanje z neporabljenimi zdravili in prepoznati morebitne priložnosti za izboljšanje.

Družba: Racionalna raba zdravil je bistvena za zagotovitev varnosti zdravil v skupnosti. Posamezniki zato potrebujejo informacije ter nova znanja o tem, kako trajnostno ravnati z neporabljenimi zdravili. Zavedanje o negativnih učinkih napačne rabe neporabljenih zdravil in zavrženih zdravil v naravno okolje se povečuje, vsi porabniki zdravil pa s trajnostnim ravnanjem lahko prispevajo k zmanjševanju napačne uporabe in napačnega odlaganja neporabljenih zdravil.

Originalnost: Raziskava je pokazala pomanjkanje raziskave v Sloveniji, ki bi raziskovala trajnostno ravnanje z neporabljenimi zdravili v povezavi s sociopsihološkimi modeli. Večina dosedanjih raziskav v Sloveniji temelji na okoljski problematiki in na okoljskih ter ekonomskih posledicah netrajnostnega ravnanja z zdravili, medtem ko nismo zasledili preučevanja dejavnikov, ki pri posamezniku vplivajo na ravnanje z neporabljenimi zdravili.

Omejitve/nadaljnje raziskovanje: Pregled literature v raziskavi je bil omejen na pet javno dosegljivih baz podatkov. Glede na prepoznane raziskovalne predloge oziroma zaznane vrzeli bi kvantitativna raziskava dejavnikov za trajnostno ravnanje z zdravili pomembno prispevala k novim znanjem na tem področju.

Ključne besede: farmacija, gospodinjstva, management, odpadna zdravila, ravnanje, trajnostni razvoj.

Rok Gomezelj je doktorand študijskega programa Management na Fakulteti za management v Kopru. Po izobrazbi je magister farmacije, specialist klinične farmacije. Na področju prodaje in marketinga zdravil deluje že preko 10 let in je vodja blagovnih znamk v farmacevtskem podjetju Krka d. d., Novo mesto. Je član sekcije za klinično farmacijo pri slovenskem farmacevtskem društvu. Kot vodja blagovnih znamk aktivno sodeluje s prispevki na različnih zdravniških in farmacevtskih strokovnih srečanjih.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment 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 690 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

Key Factors of Sustainable Behavior with Unused Medicines

Research question (RQ): What are the key factors influencing the sustainable management of unused medicines?

Purpose: The purpose of the research was to carry out a systematic review of existing empirical research on the factors that influence the sustainable handling of unused medicines by users in households.

Method: We conducted a review of domestic and foreign empirical research. We used the ProQuest, ScienceDirect, Google scholar, Springer Link and Pubmed databases. We also searched in the repositories of the University of Primorska, the University of Nova Gorica, the University of Ljubljana, the University of Maribor and in the electronic library of the Faculty of Organizational Studies in Novi Mesto.

Results: We found that the authors of studies on sustainable medicine management highlighted attitudes, control over behavior, subjective norms, knowledge, awareness, perceived benefits, perceived threats, and cues/incentives as key factors influencing the intention to act. Intention to act is the most proximal predictive factor for behavior. Among the studied scientific works, we found that the authors did not cover all the factors that would influence sustainable behavior in any empirical research. The dominant research methods for obtaining data were surveying via questionnaires and conducting interviews, while descriptive statistics and factor analysis were used for data analysis.

Organization: By presenting psychological, social, environmental and other factors in the field of sustainable management, the most important challenges related to education, awareness raising, control over the sustainable management of unused medicines are emphasize. Based on this, stakeholders in these processes have the opportunity to study the sustainable management of unused medicines and identify multi-faceted opportunities for improvement.

Society: The rational use of medicines is essential to ensure the safety of medicines in the community. Individuals need information and new knowledge on how to sustainably handle unused medicines. Awareness of the negative effects of the misuse of unused medicines and discarded medicines in the natural environment is decreasing, and all users of medicines can contribute to reducing the misuse and incorrect disposal of unused medicines through sustainable behavior.

Originality: The research showed a lack of research in Slovenia that would allow the researcher to sustainably handle unused medicines in connection with socio-psychological models. Most of the research so far in Slovenia is based on environmental issues and on the

environmental and economic consequences of the unsustainable handling of medicines, while we have not found any study of factors that affect the sustainable behaviour of unused medicines in an individual/household.

Limitations/further research: The research literature review was limited to 5 scientific bases. Based on the recognized research proposals or known gaps, quantitative research of factors for sustainable behaviour in drug handling would significantly contribute to new knowledge in this field.

Keywords: households, management, pharmacy, sustainable development, unused drugs, waste drugs.

Rok Gomezelj is a PhD student in the Management study program at the Faculty of Management in Koper. He holds a master's degree in pharmacy, a specialist in clinical pharmacy. He has been working in the field of sales and marketing for over 10 years and is the brand manager at the pharmaceutical company Krka d. d., Novo mesto. He is a member of the section for clinical pharmacy at the Slovenian Pharmaceutical Society. As a brand manager, he actively participates with contributions at various medical and pharmaceutical professional meetings.

Mirko Markič obtained a PhD from the Faculty of Organizational Sciences of the University of Maribor in the field of organizational sciences about innovation. After twelve years of working in the automotive industry, he got a job at the Faculty of Management of the University of Primorska. He is a full-time professor in the field of management and a scientific adviser, as well as a leader or member of 17 research projects and projects with the economy. His bibliography includes more than 690 units in the field of administrative and organizational sciences and public health (safety at work).

Uvajanje tehnologij industrije 4.0 in organizacijske spremembe

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Raziskovalno vprašanje (RV): Kakšen je vpliv uvajanja sodobnih tehnologij industrije 4.0 na organizacijske spremembe?

Namen: V članku raziskujemo organizacijske spremembe, ki jih povzroči uvedba oziroma sprejetje sodobnih tehnologij industrije 4.0 v organizacijo.

Metoda: Članek temelji na sistematičnem pregledu strokovne literature. Omejili smo se na obdobje zadnjih desetih let, ki je zaznamovano z obdobjem uvajanja industrije 4.0, ter uporabili baze podatkov Springer Link, Science Direct, Taylor & Francis, Emerald in Scopus.

Rezultati: Iz izidov raziskave je razvidno, da se v organizacijah v procesu uvajanja tehnologij industrije 4.0 srečujejo predvsem z organizacijskimi spremembami na področju človeških virov, zaposlenih in organizacijske kulture. Uvedba tehnologij industrije 4.0 vpliva na spremembe delovnih mest v organizaciji, kar pomeni, da višja stopnja uporabe sodobnih tehnologij predstavlja večjo potrebo po bolj kvalificiranih sodelavcih.

Organizacija: Raziskava podaja značilnosti uvajanja sodobnih tehnologij industrije 4.0 v povezavi z organizacijskimi spremembami. Poudarja povezanost sprejemanja sodobnih tehnologij industrije 4.0 in organizacijskih sprememb, do katerih prihaja ter pomembnost združevanja obeh pojmov.

Družba: Uvajanje sodobnih tehnologij industrije 4.0 je področje, ki ga največkrat povezujemo z višjo produktivnostjo, konkurenčnostjo in modernizacijo procesov v posameznih organizacijah. V izidih te raziskave predstavimo, kako uvajanje sodobnih tehnologij vpliva na

organizacijske spremembe, in prikažemo pomembnost povezovanja in sočasnega sprejemanja sodobnih tehnologij v povezavi z organizacijskimi spremembami.

Originalnost: Izidi raziskave podajajo nov vpogled na področju uvajanja sodobnih tehnologij industrije 4.0 v povezavi z organizacijskimi spremembami. Organizacijski vidik pri raziskovanju uvajanja tehnologij je pogosto spregledan, zato v raziskavi predstavljamo nov vidik povezanosti tehnologij in organizacijskih sprememb.

Omejitve/nadaljnje raziskovanje: Omejitve raziskave se navezujejo predvsem na število izbranih znanstvenih prispevkov v zadnjih desetih letih. Kot predlog nadaljnjih raziskav bi bilo smiselno izvesti obširnejšo empirično raziskavo na podlagi vprašalnika, ki bi dala bolj natančen vpogled v področje organizacijskih sprememb, ki jih povzroča uvajanje sodobnih tehnologij industrije 4.0.

Ključne besede: industrija 4.0, menedžment, organizacija, sodobne tehnologije, spremembe.

Ingrid Franko Uhernik, magistra medkulturnega menedžmenta je leta 2010 zaključila Visoko strokovno šolo na Fakulteti za logistiko Univerze v Mariboru in je leta 2013 magistrirala na Fakulteti za uporabne družbene študije v Novi Gorici. Zaposlena je v Krki, tovarni zdravil d.d. Novo mesto, kjer opravlja delo strokovne sodelavke na področju službe tehnične nabave. Od januarja 2019, ko je bila izvoljena v naziv predavateljice za predmetno področje »logistika in trajnostni razvoj« pa opravlja tudi delo predavateljice na AREMI, Visoki šoli za regionalni menedžment v Rogaški Slatini, FINI, Fakulteti za industrijski inženiring v Novem mestu in FIŠ, Fakulteti za informacijske študije v Novem mestu.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment 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 690 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

Aleksander Janeš je izredni profesor managementa ter izkušen strokovnjak in raziskovalec v vlogi programskega direktorja magistrskega študija Management in član projektne skupine DigiCross. Njegove raziskovalne izkušnje in interesi vključujejo različne vidike sistemov projektnega vodenja (sodeloval je pri več kot 35 strokovnih in znanstvenih projektih) in sistemov merjenja poslovanja, (zelenih, modrih, trajnostnih) poslovnih modelov in managementa poslovnih procesov ter orodij upravljanja na področju digitalizacije, inkluzivnega izobraževanja in veščin ter mladih in medijev.

Introduction of Industry 4.0 Technologies and Organizational Changes

Research Question (RQ): How does the introduction of modern Industry 4.0 technologies affect organizational changes?

Purpose: The article investigates organizational changes caused by the introduction/adoption of modern Industry 4.0 technologies in an organization.

Method: The article is based on a systematic review of scientific literature. It is focused on the period of the last ten years, which is marked by the introduction of Industry 4.0, and the databases used in the article are Springer Link, Science Direct, Taylor & Francis, Emerald and Scopus.

Results: The results of the research show that during the process of introducing Industry 4.0 technologies, organizations mainly encounter organizational changes related to human resources, employees and organizational culture. The introduction of Industry 4.0 technologies causes changes in the organization's workforce composition, i.e. the greater use of modern technologies increases the need for more qualified employees.

Organization: The research shows the characteristics of the introduction of modern Industry 4.0 technologies in connection with organizational changes. It emphasizes the correlation between the adoption of modern Industry 4.0 technologies and the occurring organizational changes, as well as the importance of combining the two concepts.

Society: The introduction of modern Industry 4.0 technologies to organizations is an area that is most often associated with higher productivity, competitiveness and modernization of processes. The results of this research show how the introduction of modern technologies affects organizational changes and show the importance of simultaneous adoption of modern technologies and organizational changes.

Originality: The results of the research provide new insight in the field of introducing modern Industry 4.0 technologies in connection with organizational changes. When researching the introduction of new technologies, the organizational aspect is often overlooked, and this research presents a new aspect, i.e. the correlation between new technologies and organizational changes.

Limitations / further research: The limitations of the research arise mainly from the limited number of selected scientific publications from the last ten years. For further research, a more extensive empirical investigation using a questionnaire could be conducted, giving a more detailed insight into the field of organizational changes resulting from the introduction of modern Industry 4.0 technologies.

Keywords: Industry 4.0, management, organization, modern technologies, changes.

Ingrid Franko Uhernik, Master of Intercultural Management, received her bachelor's degree from the Faculty of Logistics, University of Maribor in 2010, and her master's degree from the School of Advanced Social Studies in Nova Gorica in 2013. She is currently employed as a professional associate in the field of technical procurement at Krka, tovarna zdravil, d.d., Novo mesto. Since January 2019, when she was elected lecturer in the subject area of logistics and sustainable development, she has also been working at the College of Regional Management (AREMA) in Rogaška Slatina, and the Faculty of Industrial Engineering (FINI) and the Faculty of Information Studies (FIŠ) in Novo mesto.

Mirko Markič received his doctorate in the field of organizational sciences on the subject of innovation from the Faculty of Organizational Sciences of the University of Maribor. After twelve years of working in the automotive industry, he started working at the Faculty of Management of the University of Primorska. He is a professor in the field of management and a senior research fellow, as well as the leader or a member of 17 research projects and economy projects. His bibliography includes more than 690 publications from the field of administrative and organizational sciences and public health (occupational safety).

Aleksander Janež is an associate professor of management and an experienced expert and researcher in the role of director of the master's degree programme in Management and a member of the DigiCross project group. His research experience and interests include various aspects of project management systems (he has participated in more than 35 professional and scientific projects), business measurement systems (green, blue, sustainable), business models and business process management, as well as management tools in the field of digitization, inclusive education and skills, and youth and media.

Načela vitkega proizvodjanja kot gradniki uspešnosti gospodarskih družb

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Raziskovalno vprašanje (RV): Raziskovalno vprašanje (RV): Katera načela vitkega proizvodjanja vplivajo na ROE oziroma donosnost kapitala?

Namen: Namen raziskave je bil opraviti sistematičen pregled dosedanjih empiričnih raziskav o načelih vitkega proizvodjanja ter preveriti njihov vpliv na donosnost kapitala.

Metoda: Opravili smo sistematičen pregled domačih in tujih empiričnih raziskav za preteklih dvajset let. Uporabili smo bazo ProQuest, ScienceDirect, Google Scholar, SpringerLink, Scopus, Unpaywall, Scientific Research in Scientific & Academic Publishing. Iskali smo tudi v repozitorijih Univerze na Primorskem, Univerze v Novi Gorici, Univerze v Ljubljani, Univerze v Mariboru ter v elektronski knjižnici Fakultete za organizacijske študije v Novem mestu.

Rezultati: Ugotovili smo, da so avtorji kot ključne dejavnike merjenja uspešnosti navedli finančne kazalnike in povečanje produktivnosti. Kazalnik donosnosti kapitala oziroma ROE je bil obravnavan v enem znanstvenem delu. Med 25-timi preučevanimi znanstvenimi deli smo ugotovili, da avtorji v nobeni empirični raziskavi niso zajeli vseh načel vitkega proizvodjanja, največkrat so omenjali načelo organizacijske kulture. Največ empiričnih raziskav je bilo opravljenih na področju gospodarskih dejavnosti. Prevladujoči uporabljen način raziskave je bil kombinacija kvantitativne in kvalitativne metode. Populacija je zajela vse oblike podjetij z velikim številom anketirancev, šest pa je bilo študij primera. Za pridobivanje podatkov je bilo največkrat uporabljeno anketiranje, čeprav novi priročniki, simulacije ter novi modeli niso izostajali.

Organizacija: S predstavitvijo stanja na področju raziskav načel vitkega proizvodjanja na donosnost kapitala organizacijam predstavimo najpogosteje obravnavana načela vitkega

proizvajanja. Na podlagi tega pa imajo v organizacijah priložnost preučiti lastno stanje na tem področju in prepoznajo morebitne priložnosti za izboljšanje.

Družba: Gospodarstvo vpliva na kakovost življenja in v primeru dobrega poslovanja, je ta vpliv še toliko večji. S povečevanjem zanimanja javnosti se organizacijam povečuje tudi možnost izbora in pridobitve kadrov, primernih za njihovo delovanje in nadaljevanja rasti uspešnosti.

Originalnost: Raziskava je pokazala pomanjkanje raziskav na področju načel vitkega proizvodnje kot gradnikov uspešnosti gospodarskih družb. Večina dosedanjih raziskav temelji na poskusih uvajanja teh načel, raziskav glede uspešnosti njihovega vpliva na donosnost kapitala pa še ni bilo.

Omejitve/nadaljnje raziskovanje: Raziskava je bila omejena na 25 znanstvenih del z obdobja od leta 2000 do leta 2022. Glede na prepoznane raziskovalne predloge oziroma zaznane vrzeli bi kvantitativna raziskava vpliva načel vitkega proizvodnje na uspešnost srednjih in velikih organizacij, merjeno s kazalnikom donosnosti na kapital pomembno prispevala k novim znanjem na tem področju.

Ključne besede: donosnost kapitala, gospodarske družbe, načela in dejavniki, organizacija, raziskava, vitko proizvodnje.

Sandi Povše je doktorand študijskega programa Menedžment kakovosti na Fakulteti za organizacijske študije v Novem mestu. Po izobrazbi je magister menedžmenta kakovosti. Zaključil je usposabljanje za presojevalca sistema vodenja kakovosti po standardu ISO 9001 ter IATF 16949, ima licenco presojevalca po VDA 6.3, zaključil usposabljanje SPR (Standardisation Production Renault) ter zaključil usposabljanje TPS (Toyota Production System – Toyota Way). Na področju kakovosti deluje že preko 20 let in je vodja kakovosti v industrijskem podjetju IMP Armature d.o.o. Izkušnje na področju kakovosti je pridobil v Renault SLO, Renault FR in Renault RUS.

Mirko Markič je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment 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 690 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

The Principles of Lean Production as Building Blocks for the Success of Companies

Research Question (RQ): Which principles of lean manufacturing affect ROE or return on capital? Purpose: The purpose of the research was to carry out a systematic review of empirical research on the principles of lean manufacturing and to check their impact on the return on capital.

Method: We conducted a systematic review of domestic and foreign empirical research for the past twenty years. We used the database ProQuest, ScienceDirect, Google Scholar, SpringerLink, Scopus, Unpaywall, Scientific Research and Scientific & Academic Publishing. We also searched in the repositories of the University of Primorska, the University of Nova Gorica, the University of Ljubljana, the University of Maribor and in the electronic library of the Faculty of Organizational Studies in Novo Mesto.

Results: We found that the authors cited financial indicators and productivity growth as key performance measurement factors. The indicator of return on capital or ROE was discussed in one scientific work. Among the 25 studied scientific works, we found that the authors did not cover all the principles of lean production in any empirical research, they mostly mentioned the principle of organizational culture. Most empirical research has been conducted in the field of economic activities. The dominant research method used was a combination of quantitative and qualitative methods. The population covered all forms of business with a large number of respondents, and six were case studies. Surveys were most often used to obtain data, although new manuals, simulations and new models were not lacking.

Organization: By presenting the state of research in the field of lean manufacturing principles on return on capital, we present the most frequently discussed lean manufacturing principles to organizations. Based on this, organizations have the opportunity to examine their own situation in this area and identify potential opportunities for improvement.

Society: The economy affects the quality of life, and in the case of good business, this impact is even greater. With increasing public interest, organizations also have an increased opportunity to select and acquire personnel suitable for their operations and to continue growing their performance.

Originality: The research showed a lack of research in the field of lean manufacturing principles as building blocks of the success of companies. Most of the research to date is based on attempts to introduce these principles, but there has not yet been research into the success of their impact on the return on capital.

Limitations/Future Research: The research was limited to 25 scientific works from the period from 2000 to 2022. Based on the identified research proposals or perceived gaps, a quantitative study of the influence of lean manufacturing principles on the performance of medium and large organizations, as measured by the return on capital indicator, would significantly contribute to new knowledge in the field.

Keywords: return on capital, companies, principles and factors, organization, research, lean manufacturing.

Sandi Povše is a PhD student in the Quality Management study program at the Faculty of Organisational Studies in Novo Mesto. He holds a master's degree in quality management. He completed training as a quality management system assessor according to ISO 9001 and IATF 16949, has an assessor's license according to VDA 6.3, completed SPR (Standardisation Production Renault) training and completed TPS (Toyota Production System – Toyota Way) training. He has been working in the field of quality for over 20 years and is the quality manager in the industrial company IMP Armature d.o.o. He gained experience in the field of quality at Renault SLO, Renault FR and Renault RUS.

Mirko Markič obtained a PhD from the Faculty of Organizational Sciences of the University of Maribor in the field of organizational sciences on the subject of innovation. After twelve years of working in the automotive industry, he got a job at the Faculty of Management of the University of Primorska. He is a full-time professor in the field of management and a scientific adviser, as well as a leader or member of 17 research projects and projects with the economy. His bibliography includes more than 690 units in the field of administrative and organizational sciences and public health (safety at work).

PERMA model v organizacijah

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Raziskovalno vprašanje (RV): Kakšne spremembe prinaša PERMA model v organizacijah?

Namen: Namen raziskave je narediti pregled literature, t. j. znanstvenih člankov, znanstvenih prispevkov s konferenc in samostojnih prispevkov v znanstvenih monografijah s področja pozitivnega vodenja in PERMA modela.

Metoda: Za namen raziskave smo naredili pregled literature, ki je objavljena v SCOPUS in WOS bazah. Literaturo smo iskali s pomočjo ključnih besed PERMA model in organizacije.

Rezultati: Na temo PERMA modela v povezavi s pozitivnim vodenjem v organizacijah je bilo od leta 2013 objavljenih relativno malo prispevkov. Prispevki, ki so objavljeni, obravnavajo dimenzije modela v posameznih skupinah ter pomembnost dobrega počutja za dobrobit posameznika in vpliv, ki ga ima na rezultate.

Organizacija: Pregled znanstvene literature s področja PERMA modela v organizacijah le-tem daje koristne informacije o trendih na področju vodenja.

Družba: Zadovoljstvo zaposlenih predstavlja ključno paradigmo PERMA modela. Zadovoljni zaposleni vplivajo na dobrobit organizacije, prispevajo k njihovi konkurenčni prednosti in posledično tvorijo boljšo skupnost.

Originalnost: Raziskava ponuja poglobljen pogled v spremembe, ki jih PERMA model prinaša na področju vodenja.

Omejitve/nadaljnje raziskovanje: Omejitev pregleda literature je popolnoma odvisna od predhodno objavljenih raziskav in njihove razpoložljivosti.

Ključne besede: PERMA model, organizacija, pozitivno vodenje, dobro počutje.

Vesna Vodišek Razboršek je doktorska študentka na Fakulteti za organizacijske vede Univerze v Mariboru. Znanstveni magisterij je opravila na Fakulteti za družbene vede Univerze v Ljubljani. Zaposlena je na področju socialnega varstva, kjer vodi in zastopa javni zavod. Sodeluje v različnih strokovnih skupinah in projektih. Njeni raziskovalni interesi obsegajo področja vodenja, menedžmenta in psihologije v menedžmentu.

Red. prof. dr. Maja Meško je redna profesorica kadrovskega menedžmenta na Fakulteti za organizacijske vede Univerze v Mariboru. Doktorirala je na področju kineziologije, naslov njene doktorske disertacije je Definiranje nekaterih gibalnih sposobnosti in psiholoških značilnosti slovenskih vojaških pilotov. Njeni raziskovalni interesi obsegajo področja menedžmenta, psihologije v menedžmentu, zdravja na delovnem mestu ter vodenja. Sodelovala je in še sodeluje tudi pri različnih projektih. Je avtorica in soavtorica številnih znanstvenih ter strokovnih člankov.

PERMA Model in Organizations

Research Question (RQ): What changes does PERMA model bring to organizations?

Purpose: The purpose of the research is conducting a literature review, i.e. scientific articles, scientific conference papers and independent contributions in scientific monographs in the field of positive leadership and PERMA model.

Method: For the purpose of the study we did a systemic literature review of contributions published in the SCOPUS and WOS database.

Results: Not a lot of contributions have been published on PERMA model and positive leadership in organizations since 2013. The published articles address dimensions of the model in individual groups and the importance of well-being for individual and the impact it has on the results.

Organization: A review of the scientific literature in the field of PERMA model in organizations provides useful information about trends in the field of management.

Society: Employee satisfaction is a key paradigm of PERMA model. Satisfied employees influence the well-being of the organization, contribute to their competitive advantages and, as a result, form a better community.

Originality: The survey provides an in-depth insight into the changes that PERMA model brings to the field of management.

Limitations / further research: The limitations of a literature review of this nature is the complete reliance on previously published research and the availability of these studies.

Keywords: PERMA model, organization, positive leadership, well-being.

Vesna Vodišek Razboršek is a doctoral student at the Faculty of Organizational Sciences of the University of Maribor. She completed her scientific master's degree at the Faculty of Social Sciences of the University of Ljubljana. She works in social welfare and she is a manager of a public institution. She participates in various professional groups and projects. Her research interests include leadership, management and psychology in management.

Maja Meško, full professor, PhD, is a professor of human resource management at the Faculty of Organizational Sciences of the University of Maribor. She received her doctorate in the field of kinesiology, the title of her doctoral dissertation is Defining movement abilities and psychological characteristics of Slovenian military pilots. Her research interests include management, psychology in management, occupational health and leadership. She participated and still participates in various projects. She is the author and co-author of numerous scientific and professional articles.

Junaki podjetja kot kazalniki organizacijskih silosov

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Raziskovalno vprašanje (RV): Organizacijske kulture, ki pretirano nagrajujejo junaško vedenje, temeljijo na implicitni predpostavki, da si mora vsak zaposlen prizadevati biti junak. To vodi v uničenje možnosti za razvoj pozitivnega organizacijskega razvoja in zdrave skupinske identitete. Naša raziskovalna hipoteza pravi, da je kultura junakov običajno povezana z mentaliteto silosa. Ta paradigma "junaka in silosa" med drugim povzroča izolacionizem, napuh in medfunkcijsko zamero, saj razkraja solidarnost in empatijo.

Namen: Naš namen je opraviti sistematičen pregled znanstvenih člankov, ki omogočajo vpogled v paradigmo Hero-Silos. Dokazati želimo, da sta mentaliteta silosa in kultura junaka običajno povezani in ju lahko celo štejemo za dve plati iste medalje.

Metoda: Sistematični pregled znanstvene literature bo opravljen v naslednjih zbirkah: Scopus, ProQuest Dissertations & Theses Global, Web of Science, Google Scholar, Base (Open Access), Springer Nature, JSTOR, ScienceDirect, SAGE, Wiley Online Library, Latindex in Scielo.

Rezultati: Pričakujemo, da bomo odkrili nekaj novih vzorcev, ki bodo osvetlili povezavo med kulturo junaka in mentaliteto "silosa". Pričakujemo, da bomo ugotovili, da en dejavnik krepi drugega. Na primer; če se organizacijski silosi krepijo z mentaliteto junaka, se učinek močno poveča; zaradi povečanega izolacionizma, napuha in medfunkcijska odpora je ogroženo celotno podjetje.

Organizacija: Raziskava bo osvetlila, kako je dinamika junaka in sila podobna ledeni gori, kar bo menedžerjem dalo orodja za prepoznavanje problema in preučevanje vprašanj organizacijske kulture z druge perspektive.

Družba: Ugotovitve dokazujejo, da je miselnost junaka-Sila nezavedni pojav, ki negativno vpliva na delovno okolje. Prepoznavnost tega problema bo pripomogla k povečanju

produktivnosti ter k večji zavzetosti/motivaciji zaposlenih, kar bo posledično izboljšalo uspešnost in dobro počutje v organizacijah.

Originalnost: Upamo, da bomo prispevali k razvoju te teme na lokalni, regionalni in evropski ravni.

Omejitve/nadaljnje raziskovanje: Omejitev naše študije je, da predvidevamo relativno majhno količino ustrezne literature o preučevani temi. V prihodnosti bi radi raziskavo empirično razširili na organizacije, kar smo že počeli v neakademske namene.

Ključne besede: kultura junakov, mentaliteta silosa, vzpostavljanje ekipe, organizacijska kultura, vodenje.

Dr. Nadia Molek je asistentka z doktoratom na Fakulteti za organizacijske študije v Novem mestu. Diplomirala je iz antropologije na Facultad de Filosofía y Letras na Universidad de Buenos Aires. Na isti fakulteti je tudi doktorirala iz antropologije. Njeni raziskovalni interesi vključujejo: identitetne procese, migracije in mobilnost, transnacionalizem, medgeneracijske odnose, trajnostni razvoj, trajnostno pedagogiko, trajnostni turizem, dediščino, raznolikost in vključevanje; dobro počutje in duševno zdravje na delovnem mestu.

Mag. Juan Esteban de Jager je študiral antropologijo na Facultad de Filosofía y Letras Universidad de Buenos Aires. Po več kot dveh desetletjih dela na izobraževalnem področju in v turizmu se je začel zanimati za organizacijsko kulturo v okoljih modrih ovratnikov. Trenutno dela v ladjedelnici kot tehnik/svetovalec za kulturo podjetja. Raziskoval je tudi etnomuzikologijo.

Company Heroes as an Indicator of Organizational Silos

Research Question (RV): Organizational cultures that overly reward heroic behavior operate on the implicit assumption that everyone should aspire to be a hero. This leads to breaking down the possibility to develop positive organizational development and a healthy team identity. Our research hypothesis states that hero culture is usually correlated to a silo mentality. Among other dysfunctionalities, this “Hero-Silos” paradigm causes isolationism, hubris and inter-functional resentment, as it corrodes solidarity and empathy.

Purpose: The purpose of this presentation is to carry out a systematic review of scientific papers that provide insights of this Hero-Silos paradigm. We want to demonstrate that silo mentality and hero culture usually come hand in hand and may even be considered two sides of the same coin.

Method: A systematic review of scientific literature will be 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, Latindex, and Scielo.

Results: We expect to detect some emerging patterns that shed light on the correlation between hero culture and silo mentality. We expect to find that one factor potentiates the other: for instance; when organizational silos are reinforced by a hero mentality, the effect is severely exacerbated; it puts the whole business at risk through aggravated isolationism, hubris and inter-functional resentment.

Organization: The research will shed light on how the dynamic Hero-Silo resembles an iceberg, giving managers tools to identify the problem and to examine the problems in organizational culture from another perspective.

Society: The findings evidence that the Hero-Silo mentality is an unconscious phenomenon influencing the work environment negatively. The visibility of this problem will help to increase productivity as well as to elevate the engagement/motivation of the employees, which will consequently enhance the performance and wellbeing within organizations.

Originality: We hope to make a contribution to the development of the topic locally, regionally and in the European context.

Limitations / further research: As a limitation of our study, we foresee a relatively small amount of relevant literature on the studied topic. In the future we would like to expand the inquiry empirically to organizations, which is something we have been doing for non-academic purposes.

Keywords: Hero culture, silo mentality, team building, organizational culture, leadership.

Nadia Molek is an assistant researcher at the Faculty of Organisation Studies. She graduated as an anthropologist from the Facultad de Filosofía y Letras at the Universidad de Buenos Aires. She completed her doctorate in Anthropology in the same house of studies. Her research interests include: identity processes, migrations and mobilities, transnationalism, intergenerational relationships, sustainable development, sustainable pedagogy, sustainable tourism, heritage, diversity and inclusion; wellbeing and mental health at the workplace.

Juan Esteban de Jager studied Anthropology at the Facultad de Filosofía y Letras, Universidad de Buenos Aires. After having worked over two decades in the educational field and in tourism, he took an interest for organizational culture within blue-collar environments. He is currently working in a shipyard, working as technician/ company culture consultant. He shares several interests with Nadia, especially in the fields of organizational culture and tourism. He has also conducted research on ethnomusicology.

Koncept prepoznavanja dejavnikov tihe odpovedi v organizacijah: Integrativni pregled literature

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Raziskovalno vprašanje (RV): Kateri dejavniki pomembno vplivajo na koncept tihe odpovedi v organizacijah?

Namen: Namen integrativnega pregleda literature je podrobneje preučiti koncept tihe odpovedi v organizacijah. Cilj izčrpnega pregleda je na podlagi relevantne literature identificirati dimenzije koncepta in prepoznati dejavnike, ki nanj vplivajo.

Metoda: Primarna raziskovalna metodologija temelji na integrativnem pregledu literature. Zbiranje podatkov je potekalo v skladu s smernicami, ki jih narekuje uveljavljen formalen postopek oziroma standard PRISMA. Osnovno orodje za pridobivanje relevantne in za našo raziskavo ustrezne literature predstavlja pripravljena matrika raziskovalnih baz in uporabljenih ključnih besed iskanja. Literatura je bila iskana v podatkovnih bazah SpringerLink, Scopus, ProQuest, ScienceDirect, Cobiss, dLib, Google Učenjak, Emerald in ResearchGate. Časovni okvir iskanja smo opredelili od leta 2019 do leta 2023. Izločili smo literaturo, ki se neposredno ne nanaša na naše področje raziskovanja in nima odprtega dostopa. Zbrane podatke smo analizirali z metodo metasinteze.

Rezultati: Med dejavnike, ki pomembno vplivajo na koncept tihe odpovedi smo identificirali: slabo cenjeni zaposleni, pomanjkanje zavezanosti organizacij h kariernemu razvoju zaposlenih, neupoštevanje zaposlenih, izključenost zaposlenih pri organizacijskih odločitvah, nezadostna avtonomija pri delu in upad zaupanja v organizacijo. Iz tega sledi, da je prepoznavanje potreb zaposlenih ključni koncept na katerih je potrebno graditi strategije, ki vodijo v uspešno in učinkovito upravljanje tihe odpovedi.

Organizacija: Naša raziskava ponuja vpogled v razsežnost koncepta in prikazuje dejavnike vpliva, ki organizacijam omogočajo pravočasno in uspešno prepoznavanje koncepta v svojih sredinah.

Družba: Potencialno zmanjševanje prispevka posameznikov v gospodarstvu, v negativnem smislu vpliva tako na samo gospodarstvo, kot tudi na celotno družbo.

Originalnost: Tema je premalo raziskana, zato ocenjujemo, da je potrebno nadaljnje poglobljeno raziskovanje navedenega področja.

Omejitve/nadaljnje raziskovanje: Preučevanje teme je zaznano, istočasno pa opaženo, da temu ne sledijo znanstvene raziskave. V analizo so bili uvrščeni izvirni članki, izločena pa je bila vsa literatura brez odprtega dostopa. Pripravljen integrativni pregled omogoča nadaljnje poglobljeno raziskovanje tega področja.

Ključne besede: tiha odpoved dela, zaposleni, organizacija, zadržanje zaposlenih, pandemija covid-19, delovno mesto, delovno okolje, ravnanje s človeškimi viri.

Nastja Pevec je magistrirala na Fakulteti za organizacijske študije v Novem mestu in na tej isti fakulteti nadaljuje z doktorskim študijem. Od leta 2008 je zaposlena v Krki, d. d. v Nabavi. Pridobljene kompetence in certifikati: leta 2012 mednarodno veljaven certifikat za poklic (kompetenco) ECQA certificirani vodja za družbeno odgovornost (ECQA Certified Social Responsibility Manger), leta 2021 certifikat FOŠ Animator kovčinga v organizaciji in Certifikat za notranjo presojevalko, leta 2022 certifikat za Menedžerko za dobro počutje na delovnem mestu.

The Concept of Identifying Factors of Quiet Quitting in Organizations: An Integrative Literature Review

Research Question (RQ): Which factors have a significant impact on the concept of quiet quitting in organizations?

Purpose: The purpose of the integrative literature review is to examine in more detail the concept of quiet quitting in organizations. The objective of the comprehensive review is to identify the dimensions of the concept and to identify the factors influencing it, based on the relevant literature.

Method: The primary research methodology is based on an integrative literature review. Data collection followed the guidelines dictated by the established formal procedure or standard PRISMA. The main tool for retrieving relevant literature for our study is the prepared matrix of research databases and the keywords used in the search. Literature was searched in SpringerLink, Scopus, ProQuest, ScienceDirect, COBISS, dLib, Google Scholar, Emerald, and ResearchGate databases. We defined the timeframe of the search as 2019 to 2023. We excluded literature that is not directly relevant to our field of research and does not have open access. We analyzed the collected data using the meta-synthesis method.

Results: Among the factors that have a significant impact on the concept of quiet quitting, we identified: poorly valued employees, lack of organizational commitment to employee career development, disengagement of employees, exclusion of employees in organizational decisions, lack of autonomy at work, and a decline in trust in the organization. It follows that identifying the needs of employees is a key concept on which to build strategies that lead to successful and effective management of quiet quitting.

Organization: Our research provides insights into the dimension of the concept and illustrates the influencing factors that enable organisations to identify the concept in their midst in a timely and successful manner.

Society: The potential reduction in the contribution of individuals to the economy has a negative impact on the economy itself and on society as a whole.

Originality: The topic is under-researched and we consider that further in-depth research in this area is needed.

Limitations / further research: The study of the topic is perceived, but at the same time it is noticed that scientific research does not follow. Original articles were included in the analysis and all non-open access literature was excluded. The integrative review prepared allows for further in-depth research in this area.

Keywords: quiet quitting, employees, organization, employee retention, covid-19 pandemic, workplace, working environment, human resources management.

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Vpliv kognitivnih dejavnikov na stil vodenja

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Raziskovalno vprašanje: Ko govorimo o kognitivnih dejavnikih govorimo o osebnostnih značilnosti managerjev, kjer smo upoštevali pet velikih dejavnikov oziroma osebnostnih lastnosti: (1) ekstrovertnost, (2) ugodje, (3) vestnost, (4) čustvena stabilnost in (5) odprtost, ter dodali značilne podjetniške lastnosti: (1) potreba po dosežkih (2), lokus nadzora (3), samoučinkovitost/proaktivnost (4), inovativnost (5), toleranca na stres/negotovost (6) in potreba po avtonomiji (Kerr, S. P., Kerr, W. R. in Xu, T., 2018). Po raziskavi strokovne literature smo identificirali prevladujoče stile vodenja; avtorativni, parcipativni in parcipativno-avtorativni ter transkacijski, transformacijski in pasivni način vodenja. Obe kategoriji (kognitivne dejavnike in stil vodenja) smo zajeli v glavnem raziskovalnem vprašanju (RV): Ali in v kolikšni meri kognitivni dejavniki managerjev vplivajo na stil vodenja in uspešnost podjetja?

Namen: Namen te raziskave je ugotoviti kako in v kolikšni meri na stil vodenja v slovenskih podjetjih vplivajo kognitivni dejavniki in kakšen vpliv ima stil vodenja, pogojen z določenimi kognitivnimi dejavniki, na uspešnost organizacije. Kot uspešno smo opredelili tisto organizacijo, ki deluje več kot deset let in posluje pretežno z dobičkom. Pomožni cilj pa je ugotoviti ali se stili vodenja, glede na kognitivne dejavnike, razlikujejo v malih in srednje velikih podjetjih (v nadaljevanju: MSP) v primerjavi z velikimi organizacijami.

Metoda: Po predhodni preučitvi relevantne literature smo opravili kvalitativno raziskavo v petih MSP in petih velikih organizacijah v Sloveniji. Z managementom smo opravili poglobljen osebni intervju z uporabo MS Teams ali Zoom kot komunikacijskega kanala, potem ko smo intervjuvancem poslali seznam polstrukturiranih vprašanj o temah, o katerih bomo razpravljali.

Rezultati: Raziskava je pokazala, da določeni kognitivni dejavniki vplivajo na stil vodenja v organizacijah, le-ta pa s povratno zanko vpliva na uspešnost organizacij. Poleg tega smo ugotovili, da se stili vodenja, pogojeni z določenimi kognitivnimi dejavniki, razlikujejo med organizacijami različnih velikosti. Zanimivo je tudi, da so anketiranci poudarili tudi pomen in vpliv kognitivnih dejavnikov zaposlenih na uspešnost podjetja.

Organizacija: Namen raziskave je ozavestiti slovenska podjetja o vplivu določenih kognitivnih dejavnikov posameznikov (managementa in zaposlenih) na uspešnost organizacije z namenom, da premislijo o sreči kot dejavniku, ki ga posameznik zasleduje ter o organiziranosti podjetja na način, da se ta dejavnik realizira v čim večji meri.

Družba: Širši namen je ozavestiti slovensko družbo o pomenu celovitega obravnavanja posameznika v odnosu do ožjega in širšega okolja ter osvetliti tiste kognitivne dejavnike, ki bistveno pripomorejo k posameznikovi samorealizaciji in sreči, kar ima velik vpliv na uspešno doseganje zastavljenih ciljev vseh deležnikov ter večje družbeno blagostanje.

Originalnost: V raziskavi smo osvetlili določene kognitivne dejavnike managerjev v MSP in velikih podjetjih in jih povezali z uspešnostjo podjetja ter osvetlili razlike v stilih vodenja v MSP in velikih organizacijah.

Omejitve/nadaljnje raziskovanje: V raziskavo bi bilo dobro poleg MSP in velikih podjetij zajeti tudi mikro podjetja ter posebej izpostaviti multinacionalke. Nadalje bi bilo smiselno ugotoviti tudi, ali se odgovori razlikujejo glede na spol respondenta in na katerih področjih so te razlike najbolj očitne. Izvedena raziskava je odlična osnova za primerjavo kognitivnih, dejavnikov, ki vplivajo na različne stile vodenja in uspešnost organizacij, med državami znotraj EU, JV Evrope in ZDA, pri čemer je smiselno posebej, poleg kognitivnih, osvetliti tudi prevladujoče družbene in kulturne dejavnike v posamezni državi ali skupnosti držav.

Ključne besede: kognitivni dejavniki, manager, stil vodenja, slovenska podjetja, uspešnost organizacije.

Zineta Vilman je magistrirala sem na Ekonomski fakulteti v Ljubljani z nalogo »Čuječnost kot dejavnik razvoja trajnostnega vodenja«. Imam več kot 30 let poslovnih izkušenj v različnih panogah (finance, gradbeništvo, ravnanje z odpadki, poslovno svetovanje) in na različnih ravneh odločanja, kar mi je omogočilo neposredni vpogled v različne stile vodenja. Od leta 2017 sem online mentorica na DOBA fakulteti, Maribor pri predmetih s področja organizacije, vodenja, menedžmenta, trajnostne preobrazbe podjetij, družinskega podjetništva, inovativnosti, poslovne prognostike, financ ter predmetov s področja uporabne psihologije in komuniciranja. Od leta 2018 predavam Poslovne finance na zasebni fakulteti ERUDIO, Ljubljana ter prakse trajnostnega vodenja in čuječnosti na OSMA Leadership Academy na otoku Krku, Hrvaška. Sem soavtorica naslednjih strokovnih in znanstvenih člankov: (1) »Potrebna znanja in veščine za prenos družinskih podjetij med generacijami«, (z dr. Letonja, M.); (2) »Skills needed in family businesses – case study Slovenia and Croatia« (z dr. Letonja, M. in Puvača, M); » Assessment of entrepreneurial knowledge and skills acquired at the DOBA Faculty in Slovenia and Croatia« (3) »(z dr. Letonja, M. in Puvača, M). Z dr. Letonja, M. trenutno pripravljava znanstveni članek z naslovom » Entrepreneurial perception of success and failure- case study Slovenia«. ORCID številka je 0000-0002-4643-2939.

The Impact of Cognitive Factors on Management Style

Research Question (RQ): When defining the personality characteristics of managers we have taken into consideration five big factors, or personality traits: (1) extroversion, (2) agreeableness, (3) conscientiousness, (4) emotional stability and (5) openness, to which we added typical managerial traits: (1) need for achievement (2), locus of control (3), self-efficacy/proactivity (4), innovativeness (5), stress/uncertainty tolerance (6) and need for autonomy (Kerr, S. P., Kerr, W. R., & Xu, T., 2018). Following the research of the specialized literature, we identified the predominant management style: authoritative, participative and participative-authoritative as well as transactional, transformational and passive management methods. Both categories (cognitive factors and leadership style) were covered in the main research question (RV): Do and to what extent do the managers' cognitive factors influence the management style and successful performance of the company?

Purpose: The purpose of this research is to determine how and to what extent the management style in Slovenian companies is influenced by cognitive factors and what impact management style, conditioned by certain cognitive factors, has on the performance of organizations. Defined as successful we define organization that has been operating for more than ten years and operates mainly with profit. An auxiliary goal is to determine whether management styles differ in terms of cognitive factors in small and medium-sized companies (hereinafter: SMEs) compared to large organizations.

Method: After a preliminary examination of the relevant literature, we conducted qualitative research in five SMEs and five large organizations in Slovenia. We conducted an in-depth face-to-face interview with the management using MS Teams or Zoom as a communication channel, after sending the interviewees a list of semi-structured questions on the topics to be discussed.

Results: The research showed that certain cognitive factors affect the management style in organizations, which in turn affects the performance of organizations through a feedback loop. In addition, we found out that leadership styles conditioned by certain cognitive factors differ between organizations of different sizes. It is also interesting that the respondents emphasized the importance and influence of employees' cognitive factors on the company's performance.

Organization: The purpose of the research is to make Slovenian companies aware of impact of certain cognitive factors of individuals (management and employees) on the success of the organization with the aim of making them think about happiness as a factor that the individual

pursues and about the organization of the company in such a way that this factor is realized to greatest extent.

Society: The broader purpose is to make Slovenian society aware of the importance of comprehensive treatment of the individual in relation to the immediate and wider environment and to shed light on those cognitive factors that significantly contribute to an individual's self-realization and happiness, which has a great impact on the successful achievement of the set goals of all stakeholders and greater social well-being.

Originality: In the research, we shed light on certain cognitive factors of managers in SMEs and large companies and linked them to the company's performance and shed light on the differences in management styles in SMEs and large organizations.

Limitations/further research: In addition to SMEs and large companies, it would be reasonable to include micro-enterprises in the research and to highlight multinationals. Furthermore, it would also be reasonable to determine whether answers differ depending on the gender of the respondent and in which areas these differences are most obvious. The research is excellent basis for comparing cognitive factors that influence different management styles and the success of organizations between countries within the EU, SE Europe and the USA, where it makes sense to specifically shed light, in addition to cognitive factors, on the dominant social and cultural factors in each country or community of states.

Keywords: cognitive factors, manager, management style, Slovenian companies, organizational performance.

Zineta Vilman received master's degree at the Faculty of Economics in Ljubljana with the assignment "Mindfulness as a factor in the development of sustainable management". I have more than 30 years of business experience in different industries (finance, construction, waste management, business consulting) at different decision-making levels, which has given me direct insight into different management styles.. Since 2017, I have been online mentor at DOBA Faculty, Maribor for courses in the field of organization, leadership, management, sustainable transformation of companies, family entrepreneurship, innovation, business forecasting, finance, and courses in applied psychology and communication. Since 2018, I have been lecturing Business Finance at the private faculty ERUDIO, Ljubljana, and sustainable management practices and mindfulness at the OSMA Leadership Academy on the island of Krk, Croatia. I am the co-author of the following professional and academic articles: (1) "Knowledge and skills needed for transferring family businesses between generations", (with Dr. Letonja, M.); (2) "Skills needed in family businesses – case study Slovenia and Croatia" (with Dr. Letonja, M. and Puvača, M); "Assessment of entrepreneurial knowledge and skills acquired at the DOBA Faculty in Slovenia and Croatia" (3) "(with Dr. Letonja). ORCID number is j0000-0002-4643-2939.

Dimenzije kakovosti zdravstvene obravnave otrok/mladostnikov s posebnimi potrebami

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Raziskovalno vprašanje (RV): Velik delež svetovne populacije ima neko vrsto oviranosti. Zaposleni v zdravstvu morajo pri obravnavi pacienta upoštevati vse dejavnike, ki na pacienta in njegove bližnje vplivajo, prav tako pa morajo delovati skladno s posameznikovimi individualnimi potrebami.

Namen: Namen raziskave je opredeliti dimenzije zadovoljstva s kakovostjo zdravstvene obravnave na podlagi ugotovitev različnih avtorjev in hkrati definirati dejavnike, ki vplivajo na to, v kolikšni meri so starši otrok in mladostnikov s posebnimi potrebami oz. oviranostmi zadovoljni s kakovostjo zdravstvene obravnave njihovih otrok in mladostnikov.

Metoda: Raziskava temelji na sistematičnem pregledu obstoječe literature. Iskanje strokovnih in znanstvenih člankov odprtega tipa je potekalo v iskalnih bazah Springerlink, Science Direct, ProQuest, PubMed in Scopus. Časovni okvir iskanja so bile objave v obdobju med leti 2012 in 2023. Iskalni niz je ponudil 106 takšnih člankov. V nadaljnjo obravnavo smo vključili le članke, v katerih različni avtorji prikazujejo dejavnike, ki pozitivno oziroma negativno vplivajo na zadovoljstvo staršev z zdravstveno obravnavo njihovega otroka oziroma mladostnika s posebnimi potrebami. Kriterijem je ustrezalo 57 člankov. Rezultati glavnih ugotovitev so prikazani v tabelah.

Rezultati: Zaznani dejavniki, ki pozitivno vplivajo na zadovoljstvo staršev, so dostopnost obravnave, sodelovanje strokovnjakov in staršev, ustrezna komunikacija, aktivnosti za zmanjšanje anksioznosti staršev, na pacienta osredotočena oskrba in individualni pristop, neomejeni obiski, uporaba prilagojenega načrta zdravstvene obravnave, uporaba novosti, permanentno izobraževanje in usposabljanje zdravstvenih delavcev, uvedba koordinatorjev obravnave ter merjenje zadovoljstva staršev. Med zaznanimi negativnimi dejavniki so nepostavitev medicinske diagnoze, neprilagodljivost zdravstvenega osebja glede na nastalo situacijo, pomanjkljivo znanje in specifično znanje zdravstvenih delavcev, pomanjkljiva podpora ob prehodu iz mladostniške v odraslo dobo, pomanjkljiva komunikacija v procesu

obravnave ter med različnimi ustanovami in različnimi strokovnjaki, nedotakljivost določenih tem, pomanjkanje kontinuitete procesa obravnave in koordinacije pri delu, ne osredotočenost na paciente ter nedostopnost storitev.

Organizacija: Članek predstavlja doprinos k razumevanju pomembnosti spremljanja zadovoljstva staršev otrok in mladostnikov s posebnimi potrebami, ki so uporabniki zdravstvenih storitev. Rezultati naše raziskave prikazujejo pozitivne vplive tako na otroke in mladostnike, na njihove starše kot tudi na zdravstvene delavce, ki sodelujejo v procesu obravnave. Prikazani negativni vplivi pa dajejo idejo za razmislek, kako naprej, da bo delo še bolj kakovostno opravljeno.

Družba: Podane ugotovitve so lahko v pomoč vodstvu zdravstvenih ustanov pri iskanju rešitev za izboljšanje zadovoljstva staršev otrok in mladostnikov s posebnimi potrebami.

Originalnost: Gre za prvo tovrstno raziskavo v slovenskem prostoru.

Omejitve/nadaljnje raziskovanje: Raziskava je omejena na pregled obstoječe literature v elektronskih podatkovnih bazah. Rezultati raziskave podajajo idejo in osnovo za nadaljnje raziskovanje, kjer bi lahko v naši raziskavi dobljene rezultate implementirali na zdravstveno ustanovo in tam izvedli raziskavo o zadovoljstvu z zdravstveno obravnavo te populacije.

Ključne besede: posebne potrebe, otroci in mladostniki, zdravstvena obravnava, kakovost, zadovoljstvo, starši, na pacienta osredotočena zdravstvena obravnava.

Andreja Vovk je diplomirala na Fakulteti za zdravstvo v Ljubljani, smer zdravstvena nega, leta 2001 ter magistrirala na fakulteti za zdravstvo Angele Boškin Jesenice, smer zdravstvena nega, leta 2020. Od leta 1996 je zaposlena v Univerzitetnem kliničnem centru v Ljubljani, na Ginekološki kliniki, in trenutno opravlja dela in naloge svetovalke za področje kakovosti in razvoja v zdravstveni in babiški negi ter koordinatorja sistema vodenja kakovosti na Ginekološki kliniki. Je menedžerka sistemov vodenja kakovosti, zunanja in notranja presojevalka po ISO 9001, predavateljica tem s področja kakovosti in varnosti in vodja modula kakovost in varnost v zdravstvu na Društvu medicinskih sester, babic in zdravstvenih tehnikov Ljubljana.

The Dimensions of Quality of Healthcare of Children/Adolescents with Disabilities

Research Question (RQ): A large percent of world's population has some kind of a disability. Healthcare workers have to take into consideration all of the factors that have an impact on the patient and his family and also consider individual needs of the patient.

Purpose: The aim of the study is to identify the dimensions of satisfaction with the quality of healthcare based on the findings of different authors, and at the same time to define the factors that influence the extent to which parents of children and adolescents with disabilities are satisfied with the quality of healthcare provided to their children and adolescents.

Method: The research is based on a systematic review of the existing literature. A search for peer-reviewed and open-access scientific articles was conducted in SpringerLink, Science Direct, ProQuest, PubMed and Scopus. The time frame of the search was publications between 2012 and 2023. The search offered 106 such articles. For further consideration we included articles in which different authors reported factors that positively or negatively influence parents' satisfaction with the healthcare of their child and adolescent with disabilities. 57 articles met the criteria. The results of the main findings are shown in the tables.

Results: The perceived factors that have a positive impact on parental satisfaction are accessibility of care, cooperation between professionals and parents, adequate communication, activities to reduce parental anxiety, patient-centred care and individual approach, unrestricted visits, use of a personalised care plan, use of innovations, continuous education and training of health professionals, introduction of care coordinators and measurement of parental satisfaction. Among the negative factors perceived are the lack of medical diagnosis, the inflexibility of healthcare workers to the situation, the lack of knowledge and specific skills of healthcare professionals, the lack of support for the transition from adolescence to adulthood, the lack of communication in the treatment process and between different institutions and different professionals, the intangibility of certain topics, the lack of continuity in the treatment process and coordination at work, the lack of focus on the patient and the lack of accessibility of services.

Organization: This article contributes to the understanding of the importance of monitoring the satisfaction of parents of children and adolescents with disabilities who are users of healthcare services. The results of our research show positive impacts on children and adolescents, their parents and the healthcare professionals involved in the healthcare

process. The negative impacts shown give an idea of how to think ahead to improve the quality of work.

Society: The findings may help the management of healthcare institutions to find solutions to improve the satisfaction of parents of children and adolescents with disabilities.

Originality: It is the first study of its kind in Slovenia.

Limitations / further research: The research is limited to a review of existing literature in electronic databases. The results of the survey provide an idea and a basis for further research, where the results obtained in our study could be implemented in a healthcare facility and a survey on satisfaction with the healthcare of this population could be conducted there.

Keywords: disabilities, children and adolescents, healthcare, quality, satisfaction, parents, patient-centred-care.

Andreja Vovk graduated from the Faculty of Health Sciences in Ljubljana, majoring in nursing, in 2001 and obtained her master's degree in nursing from the Faculty of Health Care Angela Boškin Jesenice in 2020. Since 1996, she has been employed at the University Medical Centre Ljubljana, department of Gynaecology and Obstetrics, and currently performs the duties and tasks of a consultant in the field of quality and development in healthcare and midwifery and coordinator of the quality management system. She is a quality systems manager, external and internal auditor according to ISO 9001, lecturer on quality and safety topics and head of the quality and safety module at the Nurse and Midwifery Organization of Ljubljana.

Percepcija medicinskih sester o duhovnosti in duhovni oskrbi v zdravstveni negi

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Raziskovalno vprašanje (RV): Duhovnost in duhovna oskrba v zdravstveni negi sta tako v tujini kot pri nas še vedno slabše raziskani. V skladu s temo smo si zastavili naslednja raziskovalna vprašanja: Kako medicinske sestre dojemajo duhovnost in svoje zmožnosti zagotavljanja duhovne oskrbe v zdravstveni negi? Ali obstajajo statistično pomembne razlike med demografskimi podatki medicinskih sester in njihovo percepcijo o duhovnosti in zagotavljanju duhovne oskrbe? Ali je podkategorija »Duhovnost v izobraževalnem programu zdravstvene nege« povezana z ostalimi podkategorijami, ki se nanašajo na percepcijo medicinskih sester o duhovnosti in zagotavljanju duhovne oskrbe?

Namen: Namen raziskave je poudariti pomen duhovnosti in duhovne oskrbe pri zaposlenih v zdravstveni negi s ciljem preučiti percepcijo medicinskih sester o duhovnosti in zagotavljanju duhovne oskrbe v zdravstveni negi.

Metoda: Uporabljena je bila kvantitativna deskriptivna ne eksperimentalna metoda s tehniko anketiranja.

Rezultati: Anketirani menijo, da so duhovne potrebe pacientov pomembne za njihovo zdravje in dobro počutje. Vendar se medicinske sestre pri zadovoljevanju teh potreb srečujejo z različnimi ovirami. Formalna izobrazba medicinskih sester jih ne opremlja z veščinami za zagotavljanje duhovne oskrbe. To poudarja potrebo po večjem poudarku na duhovnosti in duhovni oskrbi v izobraževanju medicinskih sester, da bi odpravili ovire za kompetentno zdravstveno nego.

Organizacija: Prepoznavanje pomena duhovnosti pri oskrbi pacientov lahko zdravstvene organizacije spodbudi k oblikovanju politik in programov, ki omogočajo vključevanje duhovne

oskrbe v klinično prakso. Vključevanje duhovne oskrbe v prakso zdravstvene nege vodi k boljšim izidom zdravljenja in izboljšani kakovosti zdravstvene nege ter povečuje zadovoljstvo in izpolnjenost medicinskih sester pri delu. Spodbuja tudi bolj celosten in na pacienta osredotočen pristop ter pozitiven ugled zdravstvenih organizacij.

Družba: Osredotočanje na duhovne potrebe pacientov lahko poudari družbeno odgovornost ter spodbuja zavedanje posameznikov in skupnosti, o njihovem vplivu na okolje. Priznavanje in spoštovanje duhovnih prepričanj posameznikov iz različnih kulturnih okolij spodbuja raznolikost in vključevanje ter prispeva k bolj sprejemljivi in razumevajoči družbi. Predlagamo izvedbo dodatnih izobraževanj na temo duhovnosti za zdravstvene delavce, kar bi imelo pozitiven vpliv na ustreznejše vključevanje pacientov iz drugih kultur v zdravstveno oskrbo.

Originalnost: V slovenskem prostoru nismo našli veliko literature, ki bi opisovala duhovnost v zdravstveni negi. Z raziskavo smo zagotovili temelje za z dokazi podprta priporočila za vključevanje duhovne oskrbe v zdravstveno nego. Bistvo raziskave je razumevanje odnosa med duhovnostjo in prakso zdravstvene nege, kar je izrednega pomena za razvoj področja zdravstvene nege in izboljšanje kakovosti zdravstvene nege pacientov

Omejitve/nadaljnje raziskovanje: Pomanjkljivosti naše raziskave so povezane z nizko notranjo konsistentnostjo posameznih podkategorij ter majhnim vzorcem anketiranih. Potrebna bi bila nadaljnja psihometrična validacija lestvice na večjem vzorcu.

Ključne besede: religioznost, holistični pristop, verska prepričanja, kulturna občutljivost, duhovne potrebe, kvantitativna raziskava.

Rebeka Lekše je diplomirala in magistrirala iz zdravstvene nege na Univerzi na Primorskem, Fakulteti za vede o zdravju v Izoli. Trenutno je zaposlena kot asistentka na Fakulteti za vede o zdravju. Izvaja laboratorijske in klinične vaje pri predmetih Osnove zdravstvene nege in Zdravstvena nega žensk. Pred vstopom v akademski svet, je pridobivala delovne izkušnje na primarni (zdravstveni dom) in sekundarni (operacijski blok v kirurškem centru) ravni zdravstvenega varstva. Med raziskovalnimi interesi so predvsem področja iz javnega zdravstva (varstvo pri delu). Sodeluje pri domačih in evropskih projektih.

Sandra Martinuč je diplomirala in magistrirala iz zdravstvene nege na Univerzi na Primorskem, Fakulteti za vede o zdravju v Izoli. Zaposlena je kot predavateljica na področju zdravstvene nege na UP Fakulteti za vede o zdravju. Izvaja laboratorijske vaje in klinične vaje s študenti v kliničnih okoljih iz predmeta Osnove zdravstvene nege in iz predmeta Obvladovanje bolnišničnih okužb. Predava pri predmetu Z zdravjem povezan življenjski slog. Zaposlena je bila 13 let v kliničnem okolju na področju pediatrije in otroške kirurgije. Sodelovala je na projektu s tujci in na nekaterih konferencah v Sloveniji. Področja, ki jih raziskuje je zdravstvena nega, zdrav življenjski slog, promocija zdravja in bolnišnične okužbe.

Nurses' Perception about Spirituality and Providing Spiritual Care in Nursing

Research Question (RQ): Spirituality and spiritual care in nursing are still under-researched both abroad and here. In line with the theme, we set ourselves the following research questions: how do nurses perceive spirituality and their capacity to provide spiritual care in nursing? Are there statistically significant differences between nurses' demographics and their perceptions of spirituality and the provision of spiritual care? Is the sub-category 'Spirituality in the nursing education programme' related to the other sub-categories relating to nurses' perceptions of spirituality and the provision of spiritual care?

Purpose: The purpose of this study is to highlight the importance of spirituality and spiritual care in nursing staff with the aim of examining nurses' perceptions of spirituality and the provision of spiritual care in nursing.

Method: A quantitative descriptive non-experimental method using a survey technique was used. Results: Respondents consider the spiritual needs of patients to be important for their health and well-being. However, nurses face various obstacles in meeting these needs. Nurses' formal education does not equip them with the skills to provide spiritual care. This highlights the need for a greater emphasis on spirituality and spiritual care in nursing education to remove barriers to competent nursing care.

Organization: Recognizing the importance of spirituality in patient care can encourage healthcare organisations to develop policies and programmes that integrate spiritual care into clinical practice. Integrating spiritual care into nursing practice leads to better patient outcomes and improved nursing care quality, increasing job satisfaction and fulfilment among nurses. It also promotes a more holistic and patient-centered approach and a positive reputation for healthcare organizations.

Society: Focusing on the spiritual needs of patients can highlight social responsibility and promote awareness among individuals and communities of their impact on the environment. Recognizing and respecting the spiritual beliefs of individuals from different cultural backgrounds promotes diversity and inclusion and contributes to a more accepting and understanding society. We propose to provide additional training on spirituality for health professionals, which would have a positive impact on a more appropriate integration of patients from other cultures into health care.

Originality: We have not found much research in the Slovenian literature on the topic of spirituality in nursing. Our research provided a foundation for evidence-based

recommendations for integrating spiritual care into nursing, tools for assessing spiritual care and for inclusion in nurse education.

Limitations / further research: The weaknesses of our survey are related to the low internal consistency of the subcategories and the small sample size. Further psychometric validation of the scale on a larger sample would be needed.

Keywords: religiosity, holistic approach, religious beliefs, cultural sensitivity, spiritual needs.

Rebeka Lekše completed her Bachelor's and Master's degree in nursing at the Faculty of Health Sciences in Izola. She works as an assistant at the University of Primorska, Faculty of Health Sciences. She supervises and trains students in laboratory and clinical exercises in Basic nursing with philosophy and Women's nursing care. Before entering the academic world, she worked in health care institutions of primary and secondary health care (health care centre and surgical block of the surgery centre). Her research interests are mainly in public health (occupational health). She is involved in national and European projects.

Sandra Martinuč graduated and obtained her Master's degree in Nursing at the University of Primorska, Faculty of Health Sciences in Izola. She is employed as a lecturer in nursing at the UP Faculty of Health Sciences. She conducts laboratory exercises and clinical practicals with students in clinical settings in the Fundamentals of Nursing and in the Management of Hospital Acquired Infections courses. She lectures in the Health-related Lifestyle course. She has worked for 13 years in clinical settings in paediatrics and paediatric surgery. She has participated in a project with foreigners and in some conferences in Slovenia. Her research areas are nursing care, healthy lifestyles, health promotion and Hospital-acquired infections.

Inteligentna analiza podatkov o zaposlenih v podporo odločanju v podjetjih: Anketa o potrebah uporabnikov

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Raziskovalno vprašanje (RV): Naša raziskava se osredotoča na napovedovanje odsotnosti zaposlenih (kot je bolniška odsotnost in dopust) na podlagi historičnih podatkov, ki jih zbira sistem za evidentiranje delovnega časa MojeUre. Ugotoviti želimo kakšno napovedovanje odsotnosti in na kakšen način bo podjetjem najbolj ustrezalo, da bo reorganizacija zaposlenih stekla čim bolj enostavno in čim bolj učinkovito.

Namen: Za namen raziskave smo izdelali anketo, ki nam bo pripomogla pri razvoju in postavitvi našega analitičnega orodja za napovedovanje odsotnosti zaposlenih z delovnega mesta.

Metoda: Anketni vprašalnik je v osnovi namenjen vsem podjetjem, ki uporabljajo sistem za evidentiranje delovnega časa MojeUre. Na podlagi odgovorov te populacije tako pridobimo relevantne podatke, kakšne funkcionalnosti bi želeli imeti v njihovem primeru ter kaj bi vplivalo na čim boljše napovedovanje v primeru odsotnosti zaposlenih na podlagi historičnih podatkov ter uporabi sistema kot pomoč pri odločanju in organizaciji delovnega procesa.

Rezultati: Napovedovanje odsotnosti z delovnega mesta je zelo priporočljivo in uporabno, saj podjetjem omogoča lažjo organizacijo zaposlenih v primeru nepričakovane odsotnosti. Anketa je bila namenjena vsem uporabnikom sistema MojeUre, ki so podali informacije o tem, kakšne napovedi bi bile primerne za podjetje in na kakšen način bi se te napovedi izvajale. Te

informacije so podjetju pomembne pri razvoju analitičnega orodja, saj imajo povratne informacije direktno od strank, ki podajo svoje mnenje in želje za uporabo tovrstnega analitičnega orodja. Podjetjem bi bilo v interesu, da bi lahko napovedovala odsotnosti tako v primeru bolniške, kot tudi v primeru dopusta. Napovedi odsotnosti bi za podjetja bila uporabna, če bi pridobili to informacijo za en teden vnaprej, kar pomeni, da bi praktično imeli predvidene odsotnosti za nadaljnji teden. Pri napovedovanju odsotnosti zaposlenih en teden vnaprej bi bila spremenljiva napaka pri napovedi do največ dva dni, kar pomeni, da bi bilo število dni odstopanja dva dni glede napovedovanja odsotnosti za naslednji teden. Iz rezultatov ankete je razvidno, da se uporabnikom napovedovanje odsotnosti z delovnega mesta zdi zelo koristno, saj podjetjem omogoča lažjo organizacijo zaposlenih v primeru nepričakovane odsotnosti.

Organizacija: S pomočjo raziskave smo prišli do rezultatov, ki nam omogočajo lažje in bolj smiselno implementacijo določenih funkcionalnosti v za to namenjeno analitično orodje, ki bi pripomoglo pri napovedovanju odsotnosti zaposlenih z delovnega mesta. Orodje bi tako pripomoglo pri lažji reorganizaciji delovnega mesta posameznega zaposlenega, ki bi bil nepredvidoma odsoten.

Družba: Razvito analitično orodje bi podjetjem omogočilo lažje in bolj smiselno reorganiziranje zaposlenih ob predvideni odsotnosti in bi s tem posledično vplivalo na manj izpada opravljenega dela pri zaposlenih.

Originalnost: Trenutno na trgu nismo zaznali podobnega analitičnega orodja, ki bi omogočalo napovedovanje odsotnosti zaposlenih z delovnega mesta na podlagi historičnih podatkov. Orodja za podporo pri odločanju sicer obstajajo vendar ne za namene analiziranja odsotnosti zaposlenih, kar pomeni, da tudi dotična anketa, ki smo jo opravili za namen pridobitve podatkov in okvirjev, kako naj bo naše orodje za analizo razvito.

Omejitve/nadaljnje raziskovanje: Omejili smo se na trenutno število anketirancev, ki so zgolj uporabniki že trenutnega sistema MojeUre, kar pomeni, da nimamo povratnih informacij tudi ostalih podjetij, ki pa bi sicer želeli uporabljati določeno analitično orodje za postavitve napovedovanj odsotnosti zaposlenega. Prvotno smo se orientirali zgolj samo na uporabnike trenutnega sistema zato, da se bo orodje prvotno razvili uporabno trenutno že aktivnim uporabnikom, kasneje pa bomo lahko tudi orodje še dodelali ter ponudili ostalim podjetjem.

Ključne besede: anketni, inteligentna analiza, podatkovno rudarjenje, podpora odločanja, evidenca delovnega časa.

Peter Zupančič je spletni in mobilni razvijalec, ki ima strast tudi do poučevanja o spletnih in mobilnih tehnologijah. Zaključil je dodiplomski in podiplomski študij na Fakulteti za informacijske študije v Novem mestu ter trenutno nadaljuje izobraževanje na doktorskem študiju. Deluje na več različnih projektih, med drugim je razvil imenik gostinskih ponudnikov Malcajt, ki ga je predstavil v svojem magistrskem delu. Poleg tega je razvil evidence delovnega časa MojeUre in razvija omenjeno analitično orodje za napovedovanje odsotnosti zaposlenih. V različnih podjetjih izvaja tečaje o razvoju spletnih strani in aplikacij in tudi predava na fakultetah predmete omenjene tematike.

Panče Panov je diplomiral na Fakulteti za elektrotehniko Univerze Sv. Cirila in Metoda v Skopju leta 2005 in s tem pridobil naziv univerzitetni diplomirani inženir elektrotehnike. Doktorski študij na Mednarodni podiplomski šoli Jožefa Stefana je zaključil leta 2012 in s tem pridobil naziv doktorja znanosti. Od leta 2005 je zaposlen kot raziskovalec na Odseku za tehnologije znanja Instituta Jožef Stefan v Ljubljani, od leta 2017 pa je dopolnilno zaposlen kot docent s področja računalništva in informatike na Mednarodni podiplomski šoli Jožefa Stefana v Ljubljani. Od leta 2013 je zunanji sodelavec Fakultete za informacijske študije v Novem mestu, na kateri poučuje predmete s področja računalništva in informatike.

Jelena Klisara je v letu 2007 diplomirala na Naravoslovno-matematični fakulteti Univerze v Novem Sadu (Srbija), smer Matematika financ. Doktorski študij matematike je uspešno zaključila na Fakulteti za matematiko in fiziko Univerze v Ljubljani, kjer je leta 2016 zagovarjala svojo doktorsko disertacijo z naslovom "Grafovski pristop za analizo kompleksnih omrežij". Znanstveno raziskovalno delo opravlja kot aktivni član Laboratorija za matematične metode v računalništvu in informatiki (FRI UL) ter Laboratorija za kompleksne sisteme in podatkovne znanosti (FIŠ UNM). Njeno raziskovalno delo zajema: uporabo teorije grafov za reševanje problemov na področju analize velikih omrežij ter matematično modeliranje in statistično analizo kompleksnih omrežij.

Intelligent Analysis of Employee Data for Decision Support in Enterprises: A Survey of User Needs

Research Question (RQ): Our research focuses on predicting employee absences (such as sick leave and vacation) based on historical data collected by the MojeUre time tracking system. We want to find out what kind of absence forecast and in what way the company will be most suitable, so that the reorganization of employees will go as easily and as efficiently as possible.

Purpose: For the purpose of the research, we created a survey that will help us in developing and setting up our analytical tool for predicting employee absences from the workplace.

Method: The survey questionnaire is basically intended for all companies that use the MojeUre working time recording system. Based on the responses of this population, we thus obtain relevant data, what kind of functionality they would like to have in their case, and what would affect the best possible prediction in case of employee absence based on historical data, and the use of the system as an aid in decision-making and organization of the work process.

Results: Predicting absence from the workplace is highly recommended and useful, as it enables companies to organize employees more easily in case of unexpected absence. The survey was intended for all users of the MojeUre system, who provided information about what forecasts would be suitable for the company and how these forecasts would be implemented. This information is important for the company when developing an analytical tool, as it has feedback directly from customers who give their opinion and wishes for using this type of analytical tool. It would be in the interest of companies to be able to predict absences both in the case of sick leave and in the case of vacation. Absence forecasts would be useful for companies if they obtained this information one week in advance, which means that they would practically have predicted absences for the following week. When predicting employee absences one week in advance, the variable forecast error would be up to a maximum of two days, which means the number of days of deviation would be two days in predicting absences for the following week. From the results of the survey, it can be seen that users find predicting absences from the workplace very useful, as it enables companies to organize employees more easily in the event of unexpected absences.

Organization: With the help of the research, we came to results that allow us to more easily and meaningfully implement certain functionalities in the analytical tool intended for this purpose, which would help in predicting the absence of employees from the workplace. The

tool would thus help to facilitate the reorganization of the workplace of an individual employee who was unexpectedly absent.

Society: The developed analytical tool would enable companies to re-organize employees more easily and more meaningfully in case of anticipated absence and would consequently have an impact on less downtime among employees.

Originality: Currently, we have not detected a similar analytical tool on the market that would allow predicting the absence of employees from the workplace based on historical data. Decision support tools do exist, but not for the purpose of analyzing employee absences, which means that the survey in question, which we conducted for the purpose of obtaining data and frames, how our analysis tool should be developed.

Limitations / further research: We limited ourselves to the current number of respondents who are only users of the current MojeUre system, which means that we do not have feedback from other companies that would otherwise like to use a certain analytical tool to set up forecasts of employee absences. We originally focused only on users of the current system, so that the tool will initially be developed to be useful to currently active users, but later we will be able to refine the tool and offer it to other companies.

Keywords: survey, intelligent analysis, data mining, decision support, working time record.

Peter Zupančič is a web and mobile developer who also has a passion for teaching about web and mobile technologies. He completed his undergraduate and postgraduate studies at the Faculty of Information Studies in Novo Mesto and is currently continuing his doctoral studies. He works on several different projects, among other things he developed the directory of catering providers Malcajt, which he presented in his master's thesis. In addition, he developed the MojeUre working time records and is developing the aforementioned analytical tool for predicting employee absences. In various companies, he conducts courses on the development of websites and applications and also teaches courses on the aforementioned topics at colleges.

Panče Panov graduated from the Faculty of Electrical Engineering of the University of St. Cyril and Methodius in Skopje in 2005 and thereby obtained the title of Bachelor of Electrical Engineering. He completed his doctoral studies at the Jožef Stefan International Postgraduate School in 2012, earning the title of Doctor of Science. Since 2005, he has been employed as a researcher at the Department of Knowledge Technologies of the Jožef Stefan Institute in Ljubljana, and since 2017 he has been additionally employed as an assistant professor in the field of computer science and informatics at the Jožef Stefan International Postgraduate School in Ljubljana. Since 2013, he has been an external associate at the Faculty of Information Studies in Novo Mesto, where he teaches subjects in the field of computer science and informatics.

Jelena Klisara graduated from the Faculty of Science and Mathematics of the University of Novi Sad (Serbia), majoring in Mathematics and Finance. She successfully completed her doctoral studies in mathematics at the Faculty of Mathematics and Physics of the University of Ljubljana, where in 2016 she defended her doctoral dissertation entitled "Graphical approach to the analysis of complex networks". He performs scientific research work as an active member of the Laboratory for Mathematical Methods in Computing and Informatics (FRI UL)

and the Laboratory for Complex Systems and Data Sciences (FIŠ UNM). Her research work includes: the use of graph theory to solve problems in the field of large network analysis and mathematical modeling and statistical analysis of complex networks.

Organiziranost programov s področja zdravstvene preventive v Sloveniji

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Raziskovalno vprašanje (RV): Kako so v Sloveniji organizirani in umeščeni programi s področja zdravstvene preventive?

Namen: V raziskavi smo predstavili organiziranost slovenskega zdravstva in umeščenost preventivne dejavnosti v zdravstveni sistem. Predstavili smo še ciljno usmerjenost preventivnih zdravstvenih programov na pojav določenih bolezni in preprečevanje ter zmanjšanje njihove pojavnosti.

Metoda: Cilje raziskave smo dosegli s sistematičnim pregledom verodostojnih virov s področja zdravstvene preventive, organizacije in zakonodaje. Za namen raziskovanja smo uporabili deskriptivno metodo dela s katero smo analizirali javno dostopne dokumente ter strokovno/znanstvene članke le s polnim besedilom.

Rezultati: V Sloveniji imamo dobro organizirane preventivne programe, katerih nabor se še vedno dopolnjuje.

Organizacija: Dobra organizacija in prepoznavnost preventivnih zdravstvenih programov je bistvenega pomena za ohranjanje zdravja populacije in preprečevanje obolevnosti.

Družba: Številne bolezni je možno preprečiti ali omiliti z odgovorno skrbjo za lastno zdravje z upoštevanjem pravil zdravega sloga življenja in z samozaščitnim vedenjem.

Originalnost: Raziskava bo na enem mestu sistematično predstavila preventivne programe in njihov namen na vseh ravneh zdravstvene obravnave.

Omejitve/nadaljnje raziskovanje: Za izboljšanje kakovosti delovanja zdravstvenih preventivnih programov priporočamo izvedbo širše raziskave z namenom ugotavljanja zadovoljstva uporabnikov programov.

Ključne besede: zdravstveni sistem, preventiva, organizacija, uporabniki.

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.

Organisation of Preventive Health Programmes in Slovenia

Research Question (RQ): How are preventive health programmes organised and positioned in Slovenia?

Aim: The aim of the study was to present the organisation of the Slovenian health care system and the positioning of preventive activities in the health care system. It was also presented how preventive programmes target the occurrence of certain diseases and the prevention and reduction of their incidence.

Methods: The objectives of the study were achieved through a systematic review of authoritative sources in the field of health prevention, organisation and legislation. A descriptive working method was used for the study, analysing only full-text publicly available documents and professional/scientific articles.

Findings: Slovenia has well-organised preventive programmes, and its services continue to expand.

Organisation: Good organisation and visibility of preventive programmes is essential for maintaining health in population and preventing morbidity.

Society: Many diseases can be prevented or mitigated if people take care of their own health responsibly, follow rules for a healthy lifestyle and act self-protectively.

Originality: The study will provide a systematic overview of preventive programmes and their purpose at all levels of health care in one place.

Limitations/follow-up research: To improve the quality of preventive programmes, we recommend that a broader survey of programme user satisfaction be conducted.

Keywords: health care system, prevention, organisation, users.

Robert Sotler is a doctoral student at the Faculty of Organisation Studies. He holds a Master's degree in Public Health and has more than 20 years of experience in various health care settings. He is currently a lecturer at the Faculty of Health Sciences, University of Ljubljana. He was habilitated as a senior lecturer in nursing.

Raven uporabe programa Excel v Sloveniji

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Raziskovalno vprašanje (RV): Kako dobro slovenski uporabniki poznajo program Excel? Kako ocenjujejo njegovo uporabnost in v kakšnem obsegu ga uporabljajo? Katera so tista področja, kjer ga največ uporabljajo? Kateri dejavniki vplivajo na raven njegove uporabe? Kako dobro poznajo slovenski uporabniki najnovejšo tehnologijo s področja podatkovnih znanosti?

Namen: Excel je program za obdelavo in analizo podatkov. Globalno gledano je to eden najbolj razširjenih programov, saj je preprost za uporabo in je vsesplošno uporaben. Uporablja se v poslovnem svetu, pri študiju in tudi privatno. Njegova popularnost z leti samo še narašča. K temu v največji meri prispeva digitalizacija na vseh področjih življenja. Količina podatkov eksponentno narašča, prav tako pa tudi število naprav na katerih jih je možno obdelati. Vprašanje je, kako smo se novim razmeram uspeli prilagoditi uporabniki v Sloveniji in v kakšni meri izkoriščamo vse te danosti. Preveriti želimo torej, kakšne so možnosti za izboljšave na tem področju.

Metoda: Uporabili smo anketni vprašalnik. Ciljna populacija je bilo aktivno prebivalstvo Slovenije, ne glede na spol, izobrazbo ali strokovno področje.

Rezultati: Usposobljenost uporabnikov se močno razlikuje glede na tip podjetja. Zaposleni v gospodarskih in storitvenih podjetjih so precej bolj usposobljeni od zaposlenih v javni upravi. Uporabniki z družboslovno izobrazbo zaostajajo za uporabniki z naravoslovnih področij in ekonomije. Excel bolj učinkovito izkoriščajo uporabniki z višjo izobrazbo.

Organizacija: Sposobnost zajema ter hitre obdelave in analize podatkov je za organizacije danes izjemno pomembna. Gospodarska in storitvena podjetja si s tem lahko pridobijo konkurenčno prednost. Za nekatera podjetja je to ključno v tekmi za obstoj na trgu.

Družba: Rezultati raziskave dajejo vpogled v dejansko stanje digitalne preobrazbe v Sloveniji na področju izkoriščanja podatkov. Poudarjanje, da so podatki nafta 21. stoletja, je sicer pomembno, a vsaj tako pomembno je tudi poznavanje priložnosti za izboljšave. Izsledki raziskave nedvoumno kažejo, kje so te priložnosti.

Originalnost: Raziskava preverja poznavanje več sklopov funkcionalnosti programa Excel ter drugih informacijskih tehnologij, ki se uporabljajo zajemu, pretvorbi in analizi podatkov.

Opredelili smo lastno kvantitativno metriko za merjenje izkoriščenosti potenciala programa Excel. Preverili smo tudi raven poznavanje nekaterih ključnih informacijskih tehnologij s področja podatkovnih znanosti.

Omejitve/nadaljnje raziskovanje: Excel ima skoraj 400 funkcij in ogromno funkcionalnosti, zato bi bilo smiselno preveriti uporabo točno določenih funkcij na izbranih strokovnih področjih. Obstajajo tudi drugi licenčni in odprtokodni programi, s katerimi lahko na podoben način obdelujemo podatke. Za natančnejši vpogled v raven usposobljenosti slovenskih uporabnikov na področju obdelave in analize podatkov, bi bilo smiselno razširiti raziskavo tudi na ta programska orodja.

Ključne besede: Excel, informacijske tehnologije, analiza podatkov, učinkovitost, podatkovne znanosti, digitalna preobrazba.

Andrej Dobrovoljc je doktoriral na Fakulteti za računalništvo in informatiko Univerze v Ljubljani s področja obvladovanja tveganj v informacijskih sistemih. Je samostojni podjetnik. Deluje kot svetovalec, predavatelj ter projektni vodja na področju poslovne informatike. V več kot 20 letnem obdobju si je pridobil izkušnje s projekti v več kot 50 organizacijah različnih velikosti in z različnih poslovnih področij. Aktiven je tudi kot predavatelj in raziskovalec na Fakulteti za organizacijske študije v Novem mestu ter v gospodarstvu.

The Level of Use of the Excel Program in Slovenia

Research Question (RQ): How well do Slovenian users know Excel? How do they assess its usefulness and to what extent do they use it? What are the areas where it is used the most? What factors affect the level of its use? How well do Slovenian users know the latest technology in the field of data science?

Purpose: Excel is a program for data processing and analysis. Globally, it is one of the most widely used programs because it is easy to use and universally applicable. It can be used in business, in study and privately. Its popularity is constantly increasing over the years. Digitization in all areas of life contributes to this to the greatest extent. The amount of data is growing exponentially, as is the number of devices on which it can be processed. The question is how the users in Slovenia managed to adapt to the new situation and to what extent are we taking advantage of all these opportunities. So we want to check what are the possibilities for improvements in this area.

Method: We conducted a survey with a questionnaire. The target population was the active population of Slovenia, regardless of gender, level of education or professional field.

Results: User proficiency varies greatly by business type. Employees in commercial and service companies are much more qualified than employees in the public administration. Users with a social science education are less skilled than the users from the fields of natural sciences and economics. Excel is used more effectively by users with higher education.

Organization: The ability to capture and quickly process and analyse data is extremely important for organizations today. Commercial and service companies can gain a competitive advantage by using it. For some companies, this is crucial for their existence in the market.

Society: The research results provide an insight into the actual state of digital transformation in Slovenia in the field of data exploitation. Emphasizing that data is the oil of the 21st century is important, however knowing the opportunities for improvement is by far more important. The research findings clearly show where these opportunities lie.

Originality: The survey checks the level of user's knowledge of several sets of Excel functionality and other information technologies, which are used to capture, transform and analyse data. We have defined our own quantitative metric to measure the utilization of Excel's potential. We also checked the level of knowledge about some key information technologies in the field of data science.

Limitations / further research: Excel has almost 400 functions and many functionalities, so it would make sense to check the use of specific functions in selected areas of expertise. There

are other commercial and open source programs that can be used to process data in a similar way as Excel. For a more accurate insight into the level of competence of Slovenian users in the field of data processing and analysis, it would be reasonable to extend the research to other software tools as well.

Keywords: Excel, information technologies, data analysis, efficiency, data science, digital transformation.

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ISSN 2232-5204



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